



MKTG308

Customer Relationship Management

S1 Day 2017

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Moderator

Con Korkofingas

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E4A 629

Monday 1 - 3 pm

Yimin Huang

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Credit points

3

Prerequisites

(STAT150 or STAT170 or STAT171 or PSY122) and 6cp at 200 level including (MKTG202 or MKTG203 or MKTG204 or MKTG208 or MKTG210 or MKTG213)

Corequisites

Co-badged status

Unit description

Conventional marketing theory and corporate mission statements lead us to believe that today's organisations should understand and serve customers well. The reality of our experiences as customers is often quite different; conflicting goals, the interests of stakeholders, and even traditional management theory all conspire to ensure that customers are left wondering why they "can't get no satisfaction" (Mick Jagger, 1965). In this unit we explore what customer relationship management (CRM) is really about, and present a proven, managerially-relevant approach to succeeding with CRM programs. CRM normally requires software implementation, but more importantly it involves the alignment of strategy, people, processes and information technology with a strategic focus on customers in order to succeed. Key topics include: customer strategies; customer value; loyalty; experience; life cycle management; sales force automation; marketing automation; service automation; customer profitability; benchmarking; and program implementation. The project in this unit allows students to conduct some simple research based on experience with various organisations.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.

Understand the critical need to place the customer and their experience with the organisation at the centre of an organisations focus when implementing CRM.

Understand, reconcile and integrate core marketing disciplines and customer relationship management principles.

Understand the critical role of group processes and synergies in determining the quality of group project output and overall learning outcomes

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Assessed Coursework</u>	10%	No	In Tutorials
<u>Class Tests</u>	20%	No	Weeks 6, 10
<u>CRM Group Project</u>	40%	No	Weeks 8, 12, Final Exam
<u>Final Examination</u>	30%	No	Formal Examination Period

Assessed Coursework

Due: **In Tutorials**

Weighting: **10%**

- Two (2) sets of tutorial questions will be collected over the course of the semester
- There will be several tutorials questions assigned for each week's tutorial (other than those tutorials with a class test). Students are expected to provide written answers to all these tutorial questions and have them available for collection in their tutorial class.
- Twice during the semester (weeks selected by your tutor at random), the tutor will collect the answers to the tutorial questions for marking from all students.
- Students need to hand in the answers to the tutor at the designated tutorial in person and submission by email even before the tutorial will not be accepted other than in exceptional circumstances. During the tutorials where tutorial questions are collected, in particular, students need to exhibit adequate participation in tutorial discussion to be eligible for the assessed coursework component marks.

- There will also be no provision for students to hand in their answers to their tutor or other staff member after completion of the tutorial (unless special permission has been sought and granted before the tutorial).

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Class Tests

Due: **Weeks 6, 10**

Weighting: **20%**

- Duration for each Class Test is 45 mins held during tutorials (Weeks 6 and 10)
- Each Class Test will comprise of 20 multiple choice questions + 4 short answer questions
- The Class Tests are closed book.
- Questions will be based on the lectures indicated in the Class Schedule above
- Students must attend the tutorial in which they are enrolled. Failure to do so will lead to zero marks for that Class Test.
- **Note:** Each Class Test will be worth 10% of the raw assessment total mark.
- There will be no provision for re-sits of the class tests. If a student misses the class test they will score zero unless they have applied for disruption to studies.

On successful completion you will be able to:

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CRM Group Project

Due: **Weeks 8, 12, Final Exam**

Weighting: **40%**

There will be **three** related components to the group work assessment component in MKTG308. One component will be a Project Report worth 15% of the total assessment marks. The second component will be based on a presentation related to the group project report. The presentation component is worth 10% of the total assessment marks. The third assessment component will be individually based and conducted as a part of the Final Examination (see section on Final Examination)

The components of the group project will be assessed on both individual student and group responses. The assessment weighting for both individual and group submissions will be 20% each.

Component 1: Project Report (15%): - Assessed as Group

Aim: This Project seeks to research the development and implementation of a CRM tool which can be used by an organisation in further developing strategy regarding customer relationships. Potential areas impacted by the relevant CRM tool may include customer acquisition, retention and development, improving customer experience and engagement and through enhanced data analysis a better understanding of the organisation's customers and customer behaviours.

The CRM tool will need to be integrated with the organisations' customer related technology (websites, social media, email) to enhance overall organisational CRM. The objectives of the Project are to analyse the potential for a relevant CRM tool based on a provided organisational brief and, where applicable, to develop a prototype or blueprint of the CRM tool for the organisation.

The group Project report is due in week 12 (11pm, Tuesday May 30th) via Turnitin.

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty. The penalty does not apply for cases in which an application for disruption to studies is made and approved. No submissions will be accepted after solutions have been posted.

A cover sheet must be attached with the names and SIDs of all participating students in the group.

General Approach:

Students will work in groups to research and analyse the potential for a relevant CRM tool for a provided organisation. In addition, groups will need to provide, where applicable, a prototype or blueprint of the CRM tool that could be implemented by the organisation.

More detail on the general nature of the report is provided below but more specific detail on the nature of the research and the submission of the report will be given by week 3 of the semester.

Group Formation and Rules:

Students will form groups of 4 or 5 within their enrolled tutorial group. It will not be possible to form groups containing members from different tutorials. Group formation will take place in tutorials in week 2 and should be finalised by week 4. You must register your group with your tutor by the end of week 4. You will also need to register a group leader including the contact details of the group leader with your tutor. Groups must be finalised by the end of week 4 and no changes to groups will be allowed after this time except in extreme circumstances. After week 4 your group will be allocated a group number. This group number should appear on your group report submission.

A peer assessment form needs to be completed by every member of the group (a peer assessment form is attached to this outline). All of the peer assessment forms for the group need to be attached to the group assignment submission on the pages following the cover sheet. It is the responsibility of the group leader to ensure that all completed peer assessment forms are included in the group assignment submission. The peer assessment forms for the group will be considered when allocating marks for the group assignment to individual group members.

Apart from where directed, any intra-group allocation of tasks must be sorted within the group. Working with other groups on this Report can be beneficial, however students should ensure that all work reported is the work of the group. There will be heavy penalties for plagiarism (zero marks for this assessment component at a minimum).

Component 2: Presentation (10%):- Assessed at both Individual and group levels (5% each)

Groups are required to give a 6-8 minute presentation on their group project in tutorials in Week 8 (May 3rd). The presentation requirements will be given in a more formal documentation concerning the group project to be made available online in the first few weeks of semester. Individuals/Groups must submit a hard copy of their presentation slides to their tutor at the tutorial in Week 8.

The Group Presentation will be assessed for both **written** and **oral** aspects. The written component of the presentation will be assessed on each individual student's contribution (5%). The oral component of the presentation will be assessed considering the group as a single entity (5%).

There will be no provision for late submission of group presentations. Individuals/Groups who do not present/submit at the designated tutorials will score zero for the relevant presentation.

Component 3: Final Examination (15%): Assessed as Individual

The group project will also be assessed with several short answer/essay questions during the Final Examination. The short/answer essay questions will examine each individual student's understanding of the key CRM related elements, analysis and findings of the group project. This group project questions will be a compulsory component of the Final Examination. The other requirements and conditions will be identical to the conditions outlined in the Final Examination section below.

If a student misses the Final Examination or feels that their performance was impacted by events or circumstances they should apply for disruption to studies. Please see the University Policy regarding disruption to studies for more detail.

On successful completion you will be able to:

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- Understand the critical role of group processes and synergies in determining the quality of group project output and overall learning outcomes

Final Examination

Due: **Formal Examination Period**

Weighting: **30%**

- The duration of the exam is 3 hour plus 10 minutes held during the exam period.
- There will be two parts to the Final Examination
- Part 1 of the Final Examination will be an essay style question (incorporating several parts) on the group project. There will be no choice in this section. This section will be worth 15% of the total marks in the unit and will be added to the group project assessment marks (see above for explanation).
- Part 2 will require students to answer 4 short essay type questions from a choice of 6 questions provided. This section will cover all materials in the unit including lectures, tutorials and all assessments. This section will be worth 30% of the total marks in the unit.
- The Final Examination is closed book.
- No calculators or dictionaries will be allowed.
- If a student misses the final examination or feels that their performance was impacted by events or circumstances they should apply for disruption to studies. Please see the University Policy regarding disruption to studies for more detail.

On successful completion you will be able to:

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organisation at the centre of an organisations focus when implementing CRM.

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Delivery and Resources

Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial.

The timetable for the unit can be found using the following link: <https://timetables.mq.edu.au/2016/>

Once groups for the project have been formed, students cannot change groups or the composition of their group unless in extreme circumstances.

Attendance will be taken in the tutorials. You must attend at least 7 of the 11 tutorials – failure to do so will lead to you not receiving the mark awarded to your group for your group-work project.

Prescribed Text – Required Reading

Buttle, F. and Maklan S. (2015). **Customer Relationship Management: Concepts and Technologies. 3rd Edition.** Oxford: Elsevier Butterworth-Heinemann.

ISBN: 978-1-13-878983-8

Unit Webpage

The web page for this unit can be found at: <https://ilearn.mq.edu.au>. If you are having trouble logging in to the *ilearn* facility or other *ilearn* related difficulties please use request assistance using the provided links on the *iLearn* webpage.

Unit Schedule

No	Lecture Date	Title	Tutorial Activity/Other	Text Ch.
1.	1 Mar	Introduction, CRM overview, CRM History		1
2.	8 Mar	<u>Relationships 1 - Introduction</u> Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationship Models for the Organisation	<u>Introduction</u> <u>Form Project Groups</u>	2
3.	15 Mar	<u>Relationships 2 - Customer Value 1</u> Needs/Wants, Value, Customer Value Propositions, Segments, Experiences	<u>R1 – Relationship Theories</u>	6, 7
4.	22 Mar	<u>Relationships 3 – Customer Value 2</u> Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/Profit chain	<u>R2 – Customer Value, Experiences</u> <u>Group Registration Finalised</u>	2, References
5.	29 Mar	<u>Relationships 4 – Establishing Relationships</u> CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition	<u>R3 – Customer Satisfaction, Loyalty</u>	2, 3, 5
6.	5 Apr	<u>Relationships 5 – Progressing Relationships</u> Customer Engagement, Retention, Development and Termination of Relationships	<u>Class Test 1</u> (Covers Lectures 1-4)	4
7.	12 Apr	<u>Managing CRM 1 – Organisational Issues</u> Philosophy, Structures, Virtual Organisations, Key Account Management	<u>R4, R5 – Customer Retention and Development</u>	13
<u>MID SEMESTER BREAK</u>				
8.	3 May	<u>Managing CRM 2 – Other Relationships</u> Networks, Suppliers, Employees	<u>Group Project Presentations</u>	13

9.	10 May	<u>Managing CRM 3 – CRM Technology (General)</u> Information Technology, Information Systems, Multi-Channels, Warehousing, Integration	<u>Man CRM 1, 2 –</u> Organisational Issues, Other Relationships	11
10.	17 May	<u>Managing CRM 4 – CRM Technology (Processes)</u> Marketing, Service, Sales	<u>Class Test 2</u> (Covers Lectures 5 - 8)	8, 9, 10
11.	24 May	<u>Managing CRM 5 – CRM Technology (Analytics)</u> Data Mining, Analytics, Digital Communications, Social Media	<u>Man CRM 3, 4 –</u> Information Technology, Automation	12
12.	31 May	<u>Managing CRM 6 - Implementing and Analysing CRM Projects</u> CRM benchmarking, Planning, Implementation & Measurement	<u>Man CRM 5, 6 –</u> Databases, Analytics, Social Media <u>Group Project Report: Due 11pm Tuesday 30 May</u>	14, 15
13.	7 Jun	<u>Revision</u>		

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy_2016.html

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of

Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in *eStudent*. For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them

competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
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Assessment tasks

- Assessed Coursework
- Class Tests
- CRM Group Project
- Final Examination

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
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Assessment tasks

- Assessed Coursework
- CRM Group Project
- Final Examination

Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
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Assessment tasks

- CRM Group Project
- Final Examination

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- Understand the critical need to place the customer and their experience with the organisation at the centre of an organisations focus when implementing CRM.
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Assessment tasks

- Assessed Coursework
- Class Tests
- CRM Group Project
- Final Examination

Global Contexts & Sustainability

- This unit teaches Customer Relationship Management (CRM) principles that can be applied in a global context.
- Sustainability issues are embedded in our discussions of equity, privacy and ethics throughout the progress of this unit

Research and Practice

- This unit gives you practice in applying research findings in the areas of customer relationship management, customer experience and customer satisfaction in your assignments
- This unit gives you opportunities to conduct your own research
- This unit will also rely on research papers and articles from current books, journals and other relevant magazines such as the Journal of Marketing Management, the Journal of Consumer Behaviour, the Journal of Marketing and the Journal of Customer Satisfaction/Dissatisfaction and Complaining Behaviour.