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General Information

Unit convenor and teaching staff
Unit Convenor
Con Korkofingas
con.korkofingas@mq.edu.au
Contact via con.korkofingas@mq.edu.au
E4A-629
Monday 1 - 3 pm

Yang Yang
yang.yang@mq.edu.au

Credit points
4

Prerequisites
BUS651 or MKTG696

Corequisites

Co-badged status

Unit description
The area of customer relationship management (CRM) has become an increasingly important area for most organisations as they operate in increasingly competitive environments where they must attract, retain and develop customers. This unit will develop students' understanding of the concept of CRM; promote a deeper understanding of the process of CRM; and encourage students to become sensitive to the value of developing deep relationships with customers and the value of these relationships in the long term success of any business.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at https://students.mq.edu.au/important-dates

Learning Outcomes

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

2. Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM
3. Understand the enabling role of technology in supporting customer management initiatives.

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Class Test</td>
<td>15%</td>
<td>Week 5 (30th March)</td>
</tr>
<tr>
<td>2. Submission Questions</td>
<td>20%</td>
<td>Weeks 3, 8</td>
</tr>
<tr>
<td>4. Case Study Report</td>
<td>40%</td>
<td>Week 13 (8th June)</td>
</tr>
</tbody>
</table>

**1. Class Test**

**Due:** **Week 5 (30th March)**  
**Weighting:** 15%

There will be one class test in week 5 (Wednesday 30th March) held between 3 and 4 pm. The quiz will be of one hour duration and will consist of multiple choice questions and short answer questions. The quiz will cover all material from weeks 1-4 (inclusive) of the semester.

There will be no provision for re-sits of the class test. Students who miss the class test through **unavoidable circumstances** should submit an application for Disruption of Studies. It is **not automatic** that **Disruption of Studies will be granted** for the class test.

This Assessment Task relates to the following 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.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM

**2. Submission Questions**

**Due:** **Weeks 3, 8**  
**Weighting:** 20%

Two (2) sets of submission questions will be collected over the course of the semester. Students are expected to provide written answers to all these questions and have them available for collection in the tutorial class.

The Submission Questions are due in class in Week 3 and Week 8 of the semester (Wednesday 16th March and Wednesday 4th May)
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 an approved. No submissions will be accepted after solutions have been posted.

This Assessment Task relates to the following 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.
- Understand the critical need to place the customer and their experience at the centre of an organisation's focus when implementing CRM.

3. Group Report

Due: Week 11 (25th May)
Weighting: 25%

Each group is to select an appropriate organisation, to investigate the current Customer Relationship Management (CRM) strategy being undertaken and to provide insight as to how it may be modified over the next 3 years.

The report should address the following major areas in detail, in addition to any other areas that are considered relevant to the organisation.

- Why is a CRM strategy required by the organisation?
- What is the level of importance for the organisation's CRM strategy?
- What are the organisation's competitors doing in terms of CRM initiatives?
- What resources are required?
- What are the budget implications and ROI?
- How can the CRM strategy be implemented, improved or managed?

More details will be given in the early weeks of the semester.

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 an approved. No submissions will be accepted after solutions have been posted.

This Assessment Task relates to the following Learning Outcomes:

https://unitguides.mq.edu.au/unit_offerings/54922/unit_guide/print
• 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 at the centre of an organisation’s focus when implementing CRM.
• Understand the enabling role of technology in supporting customer management initiatives.

4. Case Study Report

Due: Week 13 (8th June)
Weighting: 40%

Students will be provided with 1 or 2 case studies in class in Week 12 of the semester. Students will be asked to read these case studies and undertake research on these case studies. They will then be asked to provide answers in a case study report format to several questions which will be provided in Week 13. There will be 5 questions based on the case study or case studies provided. The Case Study Report is to be submitted in Week 13 of the semester by the end of class on Wednesday 8th June. More details on the Case Study Report will be given later in the semester.

There is no provision for late submission of the Case Study Report. Students who miss the case study report through unavoidable circumstances should submit an application for Disruption of Studies.

This Assessment Task relates to the following 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.
• Understand the critical need to place the customer and their experience at the centre of an organisation’s focus when implementing CRM.
• Understand the enabling role of technology in supporting customer management initiatives.

Delivery and Resources

Classes
• The unit consists of 13 weeks of classes.
• Lectures will be held on Wednesdays from 3pm-6pm.
• The timetable for classes can be found on the University website at: [http://www.timetable.s.mq.edu.au](http://www.timetable.s.mq.edu.au)
Required and Recommended Texts and/or Materials

Prescribed Textbooks:

- Available from the Macquarie University Co-op Bookshop and also available in the Macquarie University library

Other Relevant Texts:


Technology Used and Required
Technology used in the unit is centred around Internet access to use Macquarie University online learning management system (iLearn), to access course materials such as reading materials, view iLectures and participate in class discussions.

The technology requirements for students to access materials and complete all assessment will be:

- Personal Computer (PC or Mac) or Tablet Computer (iPad or Android)
- Internet access
- Internet browser (Safari, Chrome, Firefox, Internet Explorer)
- Media Player (Quicktime, iTunes, VLC, RealPlayer etc)
- Word Processing software (Word, Pages etc)
- Presentation software (PowerPoint, Keynote etc)

Unit Web Page
Course material is available on the online learning management system (iLearn)

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/

Teaching and Learning Activities
The unit is taught in a lecture style format - The unit consists of 13 weeks of classes

Specifically, classes may comprise of:

- Lecture presentations
• Class discussions
• Case study discussions
• Group presentations
• Guest lecturer presentations

In order to optimize the value of learning, it is strongly advised to prepare before each class, enthusiastically participate in each class and then reflect on each class. The amount of time spent out of class will vary for each individual, depending on competencies and proficiency in any area. An approximation is between 80-120 hours per unit, which is an average of 8-12 hours per class. Effective learning requires interaction between you, your lecturer and your peers. The better prepared you are before each class the greater the learning value from more focused questions and discussions. In addition, reflecting on what you have learned is an important process for you to confidently apply your newly learned skills. Therefore, in order to gain the most learning value from the synergistic relationship between your support materials and your specific unit material it is highly recommended you follow these steps for each class:

**Before Each Class**

1. Read the chapters of the prescribed text and any other materials that the lecturer has advised
2. Pre-read the lecture presentation that will be available for download on the unit web page, which can be found at: https://learn.mq.edu.au/
3. Complete any group work that is required for the class

**During Each Class**

1. Contribute to each session with focused questions and discussions
2. Identify clearly what you learnt and what you may be unsure of from the class
3. Ask your lecturer about any questions or problems from the current or any previous classes
4. Ensure that you understand what is required of you for the next class

**After Each Class**

1. Review the content covered in the class
2. Identify clearly what you learnt and what you may be unsure of from the class and try to resolve anything that you are unsure of
3. Prepare for the next class, such as reading the relevant chapters from the prescribed text, or any other materials such as articles or case studies
4. Try to work on assessment tasks after the class, when concepts, theories and current issues from the class are fresh in your mind

**Online Materials (iLearn)**

https://unitguides.mq.edu.au/unit_offerings/54922/unit_guide/print
The unit also makes use of the online learning management system (iLearn)
All 13 weeks of classes, will also be available on iLearn
Available on iLearn will be:
- Course notes (lecture slides)
- Articles
- Case studies

### Unit Schedule

<table>
<thead>
<tr>
<th>No</th>
<th>Week</th>
<th>Title</th>
<th>Activity/Other</th>
<th>Text Ch.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2 Mar</td>
<td>Introduction, CRM overview, CRM History</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>9 Mar</td>
<td><strong>Relationships 1 - Introduction</strong> Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationship Models for the Organisation</td>
<td>R1 – Relationship Theories</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>16 Mar</td>
<td><strong>Relationships 2 - Customer Value 1</strong> Needs/Wants, Value, Customer Value Propositions, Segments, Experiences</td>
<td>R2 – Customer Value, Experiences <strong>1st Submission - Tutorial Questions</strong></td>
<td>6, 7</td>
</tr>
<tr>
<td>4.</td>
<td>23 Mar</td>
<td><strong>Relationships 3 – Customer Value 2</strong> Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/Profit chain</td>
<td>R3 – Customer Satisfaction, Loyalty <strong>References</strong></td>
<td>2, 3, 5</td>
</tr>
<tr>
<td>5.</td>
<td>30 Mar</td>
<td><strong>Relationships 4 – Establishing Relationships</strong> CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition</td>
<td><strong>Class Test (15%) In class: 1 hour (3-4 pm) Based on Lectures 1-4</strong></td>
<td>2, 3, 5</td>
</tr>
<tr>
<td>6.</td>
<td>6 Apr</td>
<td><strong>Relationships 5 – Progressing Relationships</strong> Customer Engagement, Retention, Development, Termination of Relationships</td>
<td>R4, R5 – Customer Retention and Development</td>
<td>4</td>
</tr>
<tr>
<td>7.</td>
<td>27 Apr</td>
<td><strong>Managing CRM 1 – Organisational Issues</strong> Philosophy, Structures, Virtual Organisations, Key Account Management</td>
<td><strong>Man CRM 1 Organisational Issues</strong></td>
<td>13</td>
</tr>
</tbody>
</table>

*MID SEMESTER BREAK*
### Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](http://mq.edu.au/policy/docs). Students should be aware of the following policies in particular with regard to Learning and Teaching:


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<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Module</th>
<th>Topic</th>
<th>Instructor</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>4 May</td>
<td>Managing CRM 2</td>
<td>Other Relationships</td>
<td>Other Relationships</td>
<td>2nd Submission - Tutorial Questions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Networks, Suppliers, Employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>11 May</td>
<td>Managing CRM 3</td>
<td>CRM Technology (General)</td>
<td>Information Technology</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Information Technology, Information Systems, Multi-Channels, Warehousing, Integration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>18 May</td>
<td>Managing CRM 4</td>
<td>CRM Technology (Processes)</td>
<td>Automation</td>
<td>8, 9, 10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Marketing, Service, Sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>25 May</td>
<td>Managing CRM 5</td>
<td>CRM Technology (Analytics)</td>
<td>Databases, Analytics</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Data Mining, Analytics, Digital Communications, Social Media</td>
<td>Group Report (25%) Due</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>1 Jun</td>
<td>Managing CRM 6</td>
<td>- Implementing and Analysing CRM Projects</td>
<td>Social Media</td>
<td>14, 15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>CRM benchmarking, Planning, Implementation &amp; Measurement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>8 Jun</td>
<td>Case Study Report</td>
<td></td>
<td>Case Study/Report 40% Due</td>
<td></td>
</tr>
</tbody>
</table>
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/](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](http://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/](http://students.mq.edu.au/support/)

**Learning Skills**

Learning Skills ([mq.edu.au/learningskills](http://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 Enquiry Service**

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

**Equity 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.

**IT Help**

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

**PG - Discipline Knowledge and Skills**

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of
knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

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.
- Understand the critical need to place the customer and their experience at the centre of an organisation's focus when implementing CRM.
- Understand the enabling role of technology in supporting customer management initiatives.

**Assessment tasks**

- 1. Class Test
- 2. Submission Questions
- 3. Group Report
- 4. Case Study Report

**PG - Critical, Analytical and Integrative Thinking**

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

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.
- Understand the critical need to place the customer and their experience at the centre of an organisation's focus when implementing CRM.
- Understand the enabling role of technology in supporting customer management initiatives.

**Assessment tasks**

- 1. Class Test
- 2. Submission Questions
PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

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.
- Understand the enabling role of technology in supporting customer management initiatives.

**Assessment tasks**

- 1. Class Test
- 2. Submission Questions
- 3. Group Report
- 4. Case Study Report

**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. Relevant journals are the *Journal of Marketing*, the *Journal of Marketing Management*, the *Journal of Consumer Behaviour* and the *Journal of Customer Satisfaction/Dissatisfaction and Complaining Behaviour*. 