



# MKTG714

## Managing Customer Relationships

S1 Day 2019

*Department of Marketing*

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## General Information

Unit convenor and teaching staff

Unit Convenor

Con Korkofingas

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Tuesday 1- 2 pm

Credit points

4

Prerequisites

Admission to MRes

Corequisites

Co-badged status

Unit description

The increasingly globalised and competitive market environment together with technological disruption has led to a shift of market power from organisations to customers. Maintaining profit and market share in this environment has necessitated organisations adopting customer intimacy strategies, placing greater emphasis on customer satisfaction, loyalty, and retention. Consequently, the development and maintenance of long-term relationships with customers has become a prime objective of the organisation. To assist in achieving this objective, organisations have applied Customer Relationship Management (CRM) systems with varying degrees of success. This unit will develop students' knowledge of customer intimacy strategy options and overall CRM systems. Students will learn the principles that underpin CRM and the application of CRM systems to enhance customer relationships. The unit will also develop students' knowledge of the role of technology and the digital environment in CRM. Students will also learn how potential implementation problems can be overcome when firms employ CRM systems.

## 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:

Evaluate contemporary behavioural theories and principles which underpin contemporary Customer Relationship Management (CRM) systems

Appraise contemporary CRM literature comparing and contrasting different theories, frameworks and perspectives

Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.

Exercise judgement in solving problems with the implementation of CRM technology and systems within organisations.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">1. Class Test</a>	20%	No	Week 5
<a href="#">2. Literature Review</a>	40%	No	Week 8
<a href="#">3. Case Study Report</a>	40%	No	Week 13

### 1. Class Test

Due: **Week 5**

Weighting: **20%**

- There will be one class test in week 5.
- The class test will consist of multiple choice questions and short answer questions.
- The class test will cover all material from weeks 1-4 (inclusive) of the semester.

On successful completion you will be able to:

- Evaluate contemporary behavioural theories and principles which underpin contemporary Customer Relationship Management (CRM) systems
- Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.

### 2. Literature Review

Due: **Week 8**

Weighting: **40%**

- The Literature Review will consist of a 15- 20 page (approximately 6000-8000 words) written submission dealing with current issues in CRM.

- Students will be expected to review and critique current literature regarding the issues nominated.
- The Literature Review Submission will be due in Week 8 of the semester

On successful completion you will be able to:

- Evaluate contemporary behavioural theories and principles which underpin contemporary Customer Relationship Management (CRM) systems
- Appraise contemporary CRM literature comparing and contrasting different theories, frameworks and perspectives
- Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.
- Exercise judgement in solving problems with the implementation of CRM technology and systems within organisations.

### 3. Case Study Report

Due: **Week 13**

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 to several questions in a case study report format due for submission by the end of class in week 13

On successful completion you will be able to:

- Evaluate contemporary behavioural theories and principles which underpin contemporary Customer Relationship Management (CRM) systems
- Appraise contemporary CRM literature comparing and contrasting different theories, frameworks and perspectives
- Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.
- Exercise judgement in solving problems with the implementation of CRM technology and systems within organisations.

## **Delivery and Resources**

### **Classes**

- The unit consists of 13 weeks of classes
- The timetable for classes can be found on the University website at: <https://timetable.s.mq.edu.au/>
- **Required and Recommended Texts and/or Materials**

### **Prescribed Textbooks:**

Buttle, Francis and Maklan Stan "**Customer Relationship Management: Concepts and Technologies**", 3rd Edition (Taylor and Francis, 2015) ISBN: 9781138789838

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

### **Other Relevant Texts:**

**Payne A. and Frow P. (2013). Strategic Customer Management - Integrating Relationship Marketing and CRM.** Cambridge University Press

**Peelen E. and Beltman R. (2013).** Customer Relationship Management. 2<sup>nd</sup> Edition. Pearson United Kingdom

### **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)

The unit also makes use of the online learning management system (iLearn)

All classes with lectures will also be available on iLearn

Available on iLearn will be:

- Course notes (lecture slides)
- Articles
- Case studies

## Unit Schedule

Week	Title	Activity/Other	Text Ch.
1.	Introduction, CRM overview, CRM History	<i>No activities this week</i>	1
2.	<b><u>Relationships 1 - Introduction</u></b> Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationship Models for the Organisation	<b>R1</b> – Relationship Theories	2
3.	<b><u>Relationships 2 - Customer Value 1</u></b> Needs/Wants, Value, Customer Value Propositions, Segments, Experiences	<b>R2</b> – Customer Value, Experiences	6, 7
4.	<b><u>Relationships 3 – Customer Value 2</u></b> Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/Profit chain	<b>R3</b> – Customer Satisfaction, Loyalty	2, References
5.	<b><u>Relationships 4 – Establishing Relationships</u></b> CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition	<b><u>Class Test (20%) Based on Lectures 1-4</u></b>	2, 3, 5
6.	<b><u>Relationships 5 – Progressing Relationships</u></b> Customer Engagement, Retention, Development, Termination of Relationships	<b>R4, R5</b> – Customer Retention and Development	4
7.	<b><u>Managing CRM 1 – Organisational Issues</u></b> Philosophy, Structures, Virtual Organisations, Key Account Management	<b>Man CRM 1</b> Organisational Issues	13

	<b><u>MID SEMESTER BREAK</u></b>		
8.	<b><u>Managing CRM 2 – Other Relationships</u></b> Networks, Suppliers, Employees	<b><u>Man CRM 2 -Other Relationships</u></b>  <b><u>Literature Review</u></b>	13
9.	<b><u>Managing CRM 3 –CRM Technology (General)</u></b> Information Technology, Information Systems, Multi-Channels, Warehousing, Integration	<b><u>Man CRM 3– Information Technology</u></b>	11
10.	<b><u>Managing CRM 4 –CRM Technology (Processes)</u></b> Marketing, Service, Sales	<b><u>Man CRM 4 –Automation</u></b>	8, 9, 10
11.	<b><u>Managing CRM 5 – CRM Technology (Analytics)</u></b> Data Mining, Analytics, Digital Communications, Social Media	<b><u>Man CRM 5 – Databases, Analytics</u></b>	12
12.	<b><u>Managing CRM 6 - Implementing and Analysing CRM Projects</u></b> CRM benchmarking, Planning, Implementation & Measurement	<b><u>Man CRM 5, 6 – Social Media</u></b>	14, 15
13.	<b><u>CRM Case Study</u></b>	<b><u>Case Study</u></b>  <b><u>Case Study/Report 40%</u></b>	

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)



- [Special Consideration Policy](#) (**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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](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 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](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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/](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

- Evaluate contemporary behavioural theories and principles which underpin contemporary Customer Relationship Management (CRM) systems
- Appraise contemporary CRM literature comparing and contrasting different theories, frameworks and perspectives
- Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.
- Exercise judgement in solving problems with the implementation of CRM technology and systems within organisations.

#### Assessment tasks

- 1. Class Test
- 2. Literature Review
- 3. 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

- Evaluate contemporary behavioural theories and principles which underpin

contemporary Customer Relationship Management (CRM) systems

- Appraise contemporary CRM literature comparing and contrasting different theories, frameworks and perspectives
- Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.
- Exercise judgement in solving problems with the implementation of CRM technology and systems within organisations.

### **Assessment tasks**

- 1. Class Test
- 2. Literature Review
- 3. Case Study Report

## **PG - Research and Problem Solving Capability**

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

### **Learning outcomes**

- Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.
- Exercise judgement in solving problems with the implementation of CRM technology and systems within organisations.

### **Assessment tasks**

- 2. Literature Review
- 3. Case Study Report

## **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**

- Appraise contemporary CRM literature comparing and contrasting different theories,

frameworks and perspectives

- Compare and critique the various CRM strategies available to achieve organisational objectives in evolving and diverse contexts.
- Exercise judgement in solving problems with the implementation of CRM technology and systems within organisations.

## Assessment tasks

- 1. Class Test
- 2. Literature Review
- 3. Case Study Report

## Changes from Previous Offering

There are no changes from the previous offering in S1, 2018

## 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**.