Faculty of Commerce and Economics
School of Marketing

MARK1014
CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OUTLINE
SESSION 2, 2005
1. COURSE STAFF
Course coordinator and lecturer: Dr Rita Di Mascio
Consultation time: TBA
Location: John Goodsell Building, Room 306
Contact phone: 9385 3383
Email: r.dimascio@unsw.edu.au

1.1 Communication with Staff
For contact outside of class time, please email or telephone me, or see me during my consultation times.

2. Information about the course
2.1 Teaching times and Locations
Updated information regarding class time and location can be found on the School of Marketing website: www.marketing.unsw.edu.au/TIMETABLE/S2UG.pdf
Please check the website for most current information.

2.2 Units of Credit
MARK1014 is a 6 credit-point subject.

2.3 Relationship of this course to other course offerings
This subject has been designed to provide students with an introduction to customer relationship management (CRM) concepts. This course will review relationship theory, and how it is applied - and not applied - in practice with customers, and other internal and external stakeholders.

2.4 Approach to learning and teaching
The lectures, text and reading materials cover the core concepts of the course. To provide practical examples of these concepts, the lectures will draw on the experiences of students, teaching staff and occasionally guest lecturers. The tutorials and project assignment have been designed to give you the opportunity to apply the concepts to case studies.

3. Course Aims and Outcomes
3.1 Course Aims
Many organisations have implemented CRM programs, but without yielding the hoped-for returns. In this course we examine CRM as an organisation-wide process that focuses on developing relationships with stakeholders who can contribute (either directly or indirectly) to the organisation's effectiveness in meeting its customer's needs.

The course aims to develop knowledge and understanding about: CRM concepts; relationship theory, and how it is applied (and not applied) in practice with customers, and other internal and external stakeholders; and implementation of CRM. The course also aims to develop skills to analyse and synthesise information and issues from several perspectives.

3.2 Student Learning Outcomes
By the end of the course, you should be able to:
- discuss relationship theory
- analyse relationship economics from the point of view of the customer and the organisation.
- critically analyse relational strategies that an organisation has with the stakeholder groups that affect how well it meets customer needs.
- evaluate CRM implementation strategies
- plan and conduct an investigation on an aspect of CRM, and communicate findings in an appropriate format.
3.3 Teaching Strategies
This course will be conducted on a lecture and tutorial basis.

The lectures will present the main points in the text and readings; and provide real-world examples and managerial implications of concepts. To illustrate the concepts with practical examples, the lectures will draw on the experiences of students, teaching staff and occasionally guest lecturers.

The tutorials will usually involve a group-case presentation. The purpose of these case presentations is to allow you to:
- apply the concepts in the text and readings to a practical case;
- enhance presentation skills; and
- engage with others in the class.

The project assignment has been designed to give you an opportunity to:
- learn about an aspect of CRM in more detail
- learn the skills associated with planning and conducting a group investigation, and communicating findings in an oral and written presentation.

4. Student responsibilities and conduct
For information on your responsibilities regarding workload, general conduct and behaviour, and keeping informed, please refer to the School of Marketing’s website.

4.1 Attendance
Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

5. Learning Assessment
5.1 Formal Requirements
In order to pass this course, you must:
* achieve a composite mark of at least 50%; and
* gain at least 30 of the 60 marks allocated to the mid- and final- examinations combined.

5.2 Assessment Details

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Project</td>
<td>30%</td>
</tr>
<tr>
<td>Tutorial work</td>
<td>10%</td>
</tr>
<tr>
<td>Examination</td>
<td></td>
</tr>
<tr>
<td>- midsemester</td>
<td>5%</td>
</tr>
<tr>
<td>- final</td>
<td>55%</td>
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**Project (oral presentation worth 8%; written report worth 22%)**
Working in teams of 3 or 4 colleagues, you are required to research a topic chosen from a list distributed in week 1. Please let me know of your chosen topic and group members by week 3. Your findings will be presented as an oral presentation and a written report.
**Oral presentation (worth 8%, due in week 11 or 12)**

Your group will make an oral presentation of the project in weeks 11 or 12. The schedule of presentations will be decided in class. The oral presentation has three purposes:

a) to share learning with the class  
b) to obtain feedback which can be used in writing up the report. Please submit a hard-copy of any presentation slides that you will be using, so that I can write my feedback on them and return them to you.  
c) to enhance presentation skills

Marking criteria include:

- **Topic description**: clear, concise statement; importance of topic stated  
- **Results and/or discussion**: relevant to topic; supported by evidence; discussion of implications for customer relationship management  
- **Research**: appropriateness, extent, depth, limitations discussed.  
- **Style**: visual aids are clear and appropriately used; logical structure; within time limit; eye contact made with audience; ability to answer questions from class.

**Written report (worth 22%, due in week 13)**

Your group will write up the findings in a report of 3000 words. This word limit excludes title page, tables, diagrams, references, and appendices.

The purpose of the written report is to enhance written communication skills. The report will be assessed on:

- **Topic description**: clear, concise statement; importance of topic stated  
- **Results and/or discussion**: relevant to topic; supported by evidence; discussion of implications for customer relationship management  
- **Research**: appropriateness, extent, depth, limitations discussed.  
- **Presentation**: tidiness; clear expression, grammar and syntax; logical structure; appropriate use of graphs, tables, and appendices; use of non-discriminatory language; within word limit; references cited

Note that peer evaluations will be taken into account when deciding the individual project mark. A peer assessment form is available on WebCT. If there are problems with how the group functions, please let me know as soon as possible so that we can do something early.

**Tutorial work (Group case presentation worth 5%; individual case homework worth 5%)**

**Group case presentation**

As part of a group, you will be presenting a case study during a tutorial. The case will require you to apply concepts discussed in the lecture of the previous week to a practical situation. The presentation schedule will be decided in class.

The presentation time is 30-35 minutes with about 15 minutes for discussion. All group members must participate in the presentation process. A written report is not required. Please submit copies of any handouts/overheads before your presentation. Please assume that the class has read the case.

The case presentation will be assessed\(^1\) on:

* Identification of case issues, and their relative importance.  
* Case issues addressed using CRM concepts  
* Options for resolving the case issues identified; rationale provided for choosing the option(s)  
* Appropriate additional material presented  
* Presentation: well-organised; appropriate use of exhibits and visual aids; audience involvement encouraged.

\(^1\) This assessment criteria is based on that used by Paul Patterson
**Individual case homework**

Students who are not presenting the case during the tutorial are still expected to come prepared to class with their own written case analysis to hand in. Marks will be awarded on a pro-rata basis (ie handing in each week's homework will earn the full five marks; handing in half of the total possible homework will earn 2.5 marks) – assuming a reasonable attempt has been made each week. I will read the homework (to check understanding of concepts) but will not grade the homework. This assessment is designed to encourage you to apply the concepts to the case on your own, and also enhance your ability to contribute to class.

**Examinations (worth 60%)**

- A mid-semester exam (worth 5%) will be held in Week 7. More details will be posted on WebCT
- The final exam (worth 55%) will be held during the formal exam period. It will be a three-hour closed-book exam. More details will be posted on WebCT later in the semester.

5.3 Assignment Submission Procedure

Unless otherwise indicated on WebCT, assignments are to be handed in to the lecturer in class on the due date. Please keep a copy of all work submitted.

5.4 Late Submission

Information about late submission of assignments, including penalties, is available on the School of Marketing’s website


Homework relating to the tutorial case study must be submitted before the case presentation begins. Late homework cannot be accepted.

5.5 Special Consideration and Supplementary examinations

Details relating to procedures for special consideration and supplementary exams can be found at:

http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=Current_SpecialConsideration

NOTE: You only have 3 days from the due date of the assessment/exam in which to lodge a special consideration form.

5.6 Assignment Format

Your project report should be typed in double spacing, 12 point-font and should contain appropriate headings throughout and an appropriately annotated bibliography.

6. Academic Honesty and Plagiarism

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see: www.my.unsw.edu.au/student/atoz/Plagiarism

Plagiarism is the presentation of the thoughts or work of another as one’s own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person’s assignment without appropriate acknowledgement.

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*Plagiarism*
• paraphrasing another person’s work with very minor changes keeping the meaning, form and/or progression of ideas of the original;

• piecing together sections of the work of others into a new whole;

• presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,

• claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does not amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

• correct referencing practices:

• paraphrasing, summarising, essay writing, and time management;

• appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle

† Adapted with kind permission from the University of Melbourne.

7. STUDENT RESOURCES

7.1 Course Resources

Prescribed text


> This text is available in the university bookshop.

Web-CT

Assignment instructions, course announcements and some additional material will be posted on WebCT throughout the semester. Please check Web-CT regularly, and at least twice a week.

Readings and cases

The readings below are available in the University library. Additional cases and readings will be made available either online or in hard copy.


S Dibb and M Meadows (2004) "Relationship marketing and CRM: a financial services case study", *Journal of Strategic Marketing* 12, 111-125
BA Gutek, M Groth and B Cherry (2002) "Achieving service success through relationships and enhanced encounters", *Academy of Management Executive* 16(4) 132-144.
C Rosetti and TY Choi (2005) "On the dark side of strategic sourcing: Experiences from the aerospace industry", *Academy of Management Executive* 19(1) 46-60.
A Sharma and JN Sheth (1997) "Supplier relationships: Emerging issues and challenges" *Industrial Marketing Management* 26(2) 91-100

**Additional content resources**

Many journals contain articles about CRM. Examples that can be found in the library include: *Academy of Management Executive* * European Journal of Marketing * Australasian Journal of Marketing * International Journal of Research in Marketing * International Journal of Retail and Distribution Management * Journal of Business Research * Journal of Marketing * Journal of Retailing * Journal of the Academy of Marketing Science * Industrial Marketing Management

Many newspapers and trade magazines also contain CRM-related articles. Examples that can be found in the library include: *Australian Financial Review* * B&T Magazine* * Business Review Weekly* * CRM Magazine* * Marketing Management* * Sydney Morning Herald (Business) *The Australian

### 7.2 Other Resources, Support and Information

The University and the Faculty provide a wide range of support services for students, including:
- Learning and study support;
- Counselling support;
- Library training and support services;
- Disability support services.

In addition, it is important that all students are familiar with University and Faculty policies and procedures in relation to such issues as:
- Examination procedures and advice concerning illness or misadventure;
- Supplementary Examinations;
- Occupational Health and Safety policies and expectations;

For information and links relating to the above services, please see the School of Marketing homepage.

### 8. CONTINUAL COURSE IMPROVEMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students.
### 9. Course Schedule

<table>
<thead>
<tr>
<th>Week - date -</th>
<th>Lecture</th>
<th>Tutorial*</th>
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</thead>
</table>
| 1 July 29    | Introduction  
|              | Overview of course | No tutorial this week |
| 2 August 5   | Theory of relationships  
|              | Reading: Egan Ch 2 & 5, Gutek et al 2002 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | "Relationship marketing: is it black or white" | "Kiwi experience" |
| 3 August 12  | Relationship economics: Value for customers  
|              | Reading: Noble et al 2004 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | "Value measurement in practice" | "Convergys" |
| 4 August 19  | Relationship economics: Value for the organisation  
|              | Reading: Egan Ch 3, Berger et al 2003 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | "Value measurement in practice" | "asserta home" |
| 5 August 26  | The customer-employee relationship  
|              | Reading: Egan Ch 6, O'Malley et al 2004,  
|              | Beatty et al 1996 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | "Convergys" | "asserta home" |
| 6 September 2| The organisation-employee relationship  
|              | Reading: Egan 7, Bowers et al 1990 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | Beatty et al 1996 | "asserta home" |
| 7 September 9| Mid-session quiz | No tutorial this week |
| 8 September 16| Intra-organisational and intermediary relationships  
|              | Reading: Egan Ch 9, Crittendon et al 1993 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | Wallace et al 2000 | "asserta home" |
| 9 September 23| Relationships with alliance partners and influence groups  
|              | Reading: Egan Ch 9, Singh et al 2005 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | "asserta home" | "asserta home" |
| Break September 30 | | |
| 10 October 7| Relationships with suppliers  
|              | Reading: Egan Ch 8, Rosetti et al 2005,  
|              | Sharma et al 1997 | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | Singh et al 2005 | "asserta home" |
| 11 October 14| CRM Technology  
|              | Reading: Egan Ch 10, Dibb et al 2004 | Due: Project presentations  
|              | Due – Homework/case presentation:  
|              | on-line case 1 | on-line case 1 |
| 12 October 21| Implementation  
|              | Reading: Egan Ch 10, Bitner et al 2002 | Due: Project presentations  
|              | Due – Homework/case presentation:  
|              | on-line case 2 | on-line case 2 |
| 13 October 28| Performance assessment  
|              | Due: Project report | Due – Homework/case presentation:  
|              | Due – Homework/case presentation:  
|              | on-line case 3 | on-line case 3 |
| 14 November 4| Revision | No tutorial this week |

* Homework or case presentation. If you are presenting the case during the tutorial, you are not required to hand in an individual written analysis of the case. If you are not presenting the case during tutorial, you are expected to hand in your individual written analysis of the case.

Changes to this outline, if required, will be discussed in class and/or announced on WebCT.