Australian School of Business
School of Marketing

MARK1014
CUSTOMER RELATIONSHIP MANAGEMENT

COURSE OUTLINE
SESSION 2, 2007
1. COURSE STAFF
Course coordinator and lecturer: Dr Rita Di Mascio (phone 9385.3383, email r.dimascio@unsw.edu.au)
Consultation time: TBA
Location: John Goodsell Building Room 306

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: https://my.unsw.edu.au/classutil/MARK_S2.html. 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
MARK1014 is an elective course for students wishing to complete a major in Marketing within the BCom, and provides students with an introduction to CRM concepts. We 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 a business strategy that integrates internal processes and external networks to create and deliver value for targeted customers and for the organisation. The course aims to:
1. develop knowledge and understanding about customer relationship management concepts; relationship theory, and how it is applied in forming relationships with customers and other internal and external stakeholders; and implementation of customer relationship strategies.
2. 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:
1. discuss relationship theory.
2. analyse relationship economics from the point of view of the customer and the organisation.
3. critically analyse an organisation's relational strategies with stakeholder groups that affect how well it meets customer needs.
4. evaluate CRM implementation strategies.
5. formulate and assess strategic, operational and tactical customer relationship management decisions.
6. plan and conduct an investigation on an aspect of CRM, and communicate findings in an appropriate format.

The learning outcomes relate to the University's graduate attributes in the following manner:
- Learning Outcomes 1 and 2 aim to enhance engagement with relevant disciplinary knowledge (attribute 2).
- Learning Outcome 3, 4 and 5 aim to enhance engagement with relevant disciplinary knowledge (attribute 2) and analytical and critical thinking (attribute 3).
• Learning Outcome 6 aims to enhance skills of scholarly enquiry (attribute 1), analytical and critical thinking (attribute 3); information literacy (attribute 5); and effective communication (attribute 12).

3.3 Teaching Strategies
This course will be conducted on a lecture, tutorial and project basis.

The lectures will present the main concepts of customer relationship management, real-world examples and their managerial implications. To illustrate the concepts with practical examples, the lectures will draw on the experiences of students and teaching staff. I will expect you to participate in short exercises that are designed to help you apply the concepts. Lectures are designed to achieve Course Aims 1 and 2, described in Section 3.1

The tutorials will be used to reinforce material covered in lectures. Each week we will usually have a group-case presentation. The tutorial work supports Learning Outcomes 1-4, described in Section 3.2, and will allow you to:
• apply the concepts in the text and readings to a practical case;
• enhance critical thinking and analysis skills
• enhance presentation skills; and
• engage with others in the class.

The project will give you an opportunity to integrate the concepts covered in the lecture and apply them to the management of customer relationships in an operating business. You will need to formulate strategic, operational and tactical operating decisions, and assess the impact of these decisions on the business performance. The project supports Course Aim 2 and Learning Outcomes 2, 3, 4, and 5, described in Section 3.

4. Student responsibilities and conduct
4.1 Workload
It is expected that you will spend at least **ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

4.2 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.

4.3 General Conduct and Behaviour
You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: [www.my.unsw.edu.au](http://www.my.unsw.edu.au)

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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>Research project</td>
<td>10%</td>
</tr>
<tr>
<td>Tutorial exercise</td>
<td>5%</td>
</tr>
<tr>
<td>Project</td>
<td>25%</td>
</tr>
<tr>
<td>Examination</td>
<td></td>
</tr>
<tr>
<td>- midsemester</td>
<td>10%</td>
</tr>
<tr>
<td>- final</td>
<td>50%</td>
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**Research project (worth 10% due in week 11)**
You are required to research a topic distributed in week 2, and present the findings as a written report of 1000 words. The purpose of this assessment is to enhance your ability: to analyse and synthesise information obtained from several perspectives, thus supporting Course Aim 2; and plan and conduct an investigation on an aspect of CRM, and communicate findings in an appropriate format, which supports Learning Outcome 6. Additional details of the report format will be provided on Web-Vista. The report will be assessed on:
- Results and discussion: relevant to topic; supported by evidence; discusses implications for operations management
- Presentation: tidiness; clear expression, logical structure; appropriate use of graphs, tables, and appendices; use of non-discriminatory language; within word limit; references cited

**Tutorial exercise (5%, in week to be assigned)**
This assessment component comprises a group-based presentation of a discussion question in Weeks 3-6. The purpose of this group activity is to allow you to: apply the concepts in the text and readings to a practical example; enhance critical thinking and analysis skills; enhance presentation skills; and engage with others in the class. The tutorial work supports Learning Outcomes 1-4. The exact number in the group, and presentation time available for the presentation depends on the tutorial size. Group members and topic allocation will be done in Week 2. Emphasis should be placed on communication and class involvement to increase the class’ understanding of the topic area. This involvement may be in the form of activities and exercises. Please submit copies of any overheads and handouts to me before your presentation.

The presentation will be assessed on:
* Identification of relevant issues, and their relative importance.
* Issues addressed using CRM concepts
* Options for resolving the 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: audience involvement encouraged; presentation appropriate for audience.
* Creativity of presentation

**Major project (results 18%, class debrief 2%, reflection 3%)**
In this project, you will be involved in managing a hypothetical business, and will make customer relationship management decisions such as customer, employee and technology decisions, while managing service quality and financial performance. The project supports Course Aim 2, described in Section 3.1, and Learning Outcomes 2, 4, 5, 6, 7 and 9, described in Section 3.2. More details about the project will be provided during the semester.

*Project results (worth 20%, week 13)*
This assessment component will be assessed on a combination of forecasted key performance indicators achieved at the end of week 13. More details of the assessment will be provided on Web-Vista.

*Class debrief (worth 2% conducted in week 14 lecture)*
In week 14, we will be conducting a debrief session during the lecture. More details of this assessment will be provided on Web-Vista.

*Reflection (worth 3% due in week 14)*
Write a reflection (>600 words) about what you learnt from the experience of managing 'your' business. I will provide a list of 'trigger concepts' on which to base the reflection. The reflection will not be graded (ie a mark out of three will not be awarded). Instead, a full three marks will be awarded if the reflection is satisfactory. The reflection will be assessed on:
- intellectual coherence: logical flow and clear presentation of ideas.
- evidence of critical reflection on own experience

Examinations (worth 60%)
The examinations are designed to provide an individual assessment of the depth of your knowledge of customer relationship management. The examinations aim to support Learning Outcomes 1-5, described in Section 3.

The exams comprise:
- A mid-semester exam (worth 10%) will be held in Week 7. More details will be posted on WebCT.
- The final exam (worth 50%) 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.

It is your responsibility to ensure that you organise your affairs to take account of examination and other assessment dates where these are known. Be aware that your final examination may fall at any time during the session’s examination period. The scheduling of examinations is controlled by the University administration. No early examinations are possible. The examination period for Session 2, 2007 falls between 9 and 27 November. When the provisional examination timetable is released (scheduled for 2 October), ensure that you have no clashes or unreasonable difficulty in attending the scheduled examinations.

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

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:
- 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.le.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.

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
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. Changes made to this course as a result of last year's evaluation include: changing the major project; reducing the amount of weekly homework; and modifying the tutorial exercises examined.

9. Course Schedule

<table>
<thead>
<tr>
<th>Week - date -</th>
<th>Lecture^</th>
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| 1 July 25    | Introduction  
|              | Overview of course |
| 2 August 1   | Theory of relationships Ch 1 pp13-26 |
| 3 August 8   | Relationship economics: Value for the customer Ch 7 |
| 4 August 15  | Relationship economics: Value for the organisation – customer acquisition Ch 4, 8, 9 |
| 5 August 22  | Relationship economics: Value for the organisation – customer retention Ch 4, 8, 9 |
| 6 August 29  | Relationships with employees Ch 6 |
| 7 September 5| Mid-session quiz |
| 8 September 12| Relationships with suppliers Ch 6 |
| 9 September 19| Relationships with other network partners Ch 6 |
| - September 26| Break |
| 10 October 3 | CRM technology Ch 3, 5  
|              | Due: Individual project |
| 11 October 10| Implementation Ch 2, 10 |
| 12 October 17| Performance assessment Ch 1 |
| 13 October 24| Project |
| 14 October 31| Class debrief, and exam details  
|              | Due: Reflection |

^ Readings are from the Buttle text

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