



THE UNIVERSITY OF
NEW SOUTH WALES

MASTER OF MARKETING

Customer Relationship Management

MARK6006

Dr Munib Karavdic

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The University of New South Wales
Sydney 2052 Australia

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About the Course

Timetable

Week	Date	Topic	Readings
1	24 Jul	Relationship marketing philosophy and the CRM value chain	<ul style="list-style-type: none">• Text book: Ch 1 & 2
2	31 Jul	Information technology for CRM Guest lecturer: SAP Australia	<ul style="list-style-type: none">• Text book: Ch 3• Rigby et al.: Avoid the Four Perils of CRM
3	7 Aug	Understanding customers Current topic presentation Group X	<ul style="list-style-type: none">• Text book: Ch 4 & 5• Gulati & Oldroyd: The Quest for Customer Focus
4	14 Aug	B2B and channel relationships Guest lecturer: IBM Current topic presentation Group X	<ul style="list-style-type: none">• Text book: Ch 6• Das Narayandas: Building Loyalty in Business Markets
5	21 Aug	Managing the customer lifecycle: Leads management and acquisition Current topic presentation Group X	<ul style="list-style-type: none">• Text book: Ch 8• Rigby & Ledingham: CRM Done Right
6	28 Aug	Managing the customer lifecycle: Retention and development Guest lecturer: The Greenhouse Marketing Service Current topic presentation Group X	<ul style="list-style-type: none">• Text book: Ch 9• Reinartz & Kumar: The Mismanagement of Customer Loyalty
7	4 Sep	Creating value for customers and organising for CRM Course review	<ul style="list-style-type: none">• Text book: Ch 10• Agarwal, Harding & Schumacher: Organising for CRM
8		Exam study period	
9		Exam week	

Course Overview

As markets mature, as global competition becomes the norm rather than the exception, and buyers (consumers and organisational buyers) become more discerning and demanding, firms have realized that retaining key customers can help to insulate themselves from the competition and ensure a continued revenue stream. The arithmetic of retaining valued customers as opposed to chasing new ones is no longer a secret. Firms, with the assistance of sophisticated data bases and eCRM software, have realized that, especially in mature markets, treating existing customers well is their best source of sustained revenue and profitability. Hence managing relations with key customers, suppliers and other intermediaries or partners has received considerable attention in recent years.

Customer Relationship Management (CRM) in both B2C and B2B markets has been rediscovered in a sense, enabled by technology. In many ways it is the corner grocery store revisited, where each customer was known by name and treated as an individual. We have in a sense gone back to the old way of doing business, one customer at a time, but for thousands. CRM has also been described as one-on-one relationship marketing and disintermediation. But it needs to be stressed at the outset of this course that CRM is neither a project nor a technology. Rather it is a business strategy that aims to understand, anticipate and manage relations with current (and potential) customers and partners. Technology or eCRM is but one facet of CRM.

The overarching aim of this course is to introduce you to the principles of CRM as well as key concepts and frameworks, and explore a range of current issues relating to the marketing and management of customer relations.

Assumed Knowledge

It is expected that students have a good overall knowledge of the marketing area from previous academic study.

Course Aims

The course has the following major objectives. Upon completion, students will:

- Understand the importance and roles of CRM in a consumer and business environment
- Develop an understanding of contemporary relationship management theories and frameworks
- Apply relationship management and relationship-building theories and frameworks to case studies of companies and industries, and specific business situations & contexts
- Have an understanding of the role that CRM plays in the context of the wider relationship management strategy of a firm.

Course Structure

Class 1.

- Relationship marketing philosophy and the CRM value chain (Ch 1&2 main text book)

Class 2.

- Information technology for CRM (Ch 3 main text book)
- D. Rigby, F. Reicheld & P. Shefter (2002) “Avoid the Four Perils of CRM”, *Harvard Business Review*, February, 101-109.
- **Guest lecturer: SAP Australia**

Class 3.

- Understanding customers (Ch 4 & 5 main text book)
- R. Gulati & J.B. Oldroyd (2005) “The Quest for Customer Focus”, *Harvard Business Review*, April, 92-101.
- Current topic presentation

Class 4.

- B2B and channel relationships (Ch 6 main text book)
- Das Narayandas (2005) “Building Loyalty in Business Markets”, *Harvard Business Review*, September 131-139.
- **Guest lecturer: IBM**
- Current topic presentation

Class 5.

- Managing the customer lifecycle: Leads management and acquisition (Ch 8 main text book)
- D. Rigby & D. Ledingham (2004) “CRM Done Right” *Harvard Business Review*, November 119-129.
- Current topic presentation

Class 6.

- Managing the customer lifecycle: Retention and development (Ch 9 main text book)
- Werner Reinartz & V. Kumar (2002) “The Mismanagement of Customer Loyalty”, *Harvard Business Review*, July, 86-94.
- **Guest lecturer:**
- Current topic presentation

Class 7.

- Creating value for customers and organising for CRM (Ch 7 & 10 main text book)
- A. Agarwal, D.P. Harding & J.R. Schumacher (2004) Organising for CRM, *The McKinsey Quarterly*, No 3, 80-91

Workload

It is expected that you will normally spend 5 to 6 hours a week studying this course. In addition to attending classes, you will need to devote time to:

- Reading and researching
- Class preparation
- Study of materials
- Assessment tasks

In periods where you need to complete assignments or prepare for examinations the time required may be greater. If you lack background knowledge for the course – whether in quantitative techniques, academic writing skills or other areas – you may also need to devote additional time.

Please note that Faculty reviews consistently show that two factors have a detrimental effect on students' academic performance:

- Undertaking an excessive workload of study and paid employment
- Poor time management, especially insufficient time devoted to study outside of classes

You should take the required workload into account when planning how to balance study with paid employment and other activities.

Format and teaching approach

This course consists of weekly three-hour sessions which will be run by a combination of lecture, class discussions, current topic presentation and guest lectures.

Staff and contacts

Course Coordinator

Course Coordinator: Dr Munib Karavdic
Email address: munib.karavdic@unsw.edu.au
Telephone: 0401 688 491
Consultation: After lecture

Administration Contact

Title: Margot Decelis, Assitant to Head of School
Email: m.decelis@unsw.edu.au
Telephone: 9385-3385
Location: 304 Goodsell Building

Program Coordinator

Program Coordinator: Dr Jack Cadeaux
Email address: j.cadeaux@unsw.edu.au
Telephone: 9385-1436

Resources

The textbook

The prescribed textbook for this course is:

Buttle, Frances (2004): *Customer Relationship Management – Concept and Tools*, Elsevier

Articles

The following Reference articles will be loaded on WebCT and they are part of compulsory course resources.

D. Rigby, F. Reicheld & P. Shefter (2002) “Avoid the Four Perils of CRM”, *Harvard Business Review*, February, 101-109.

R. Gulati & J.B. Oldroyd (2005) “The Quest for Customer Focus”, *Harvard Business Review*, April, 92-101.

Das Narayandas (2005) “Building Loyalty in Business Markets”, *Harvard Business Review*, September, 131-139.

D. Rigby & D. Ledingham (2004) “CRM Done Right” *Harvard Business Review*, November 119-129.

Werner Reinartz & V. Kumar (2002) “The Mismanagement of Customer Loyalty”, *Harvard Business Review*, July, 86-94.

A. Agarwal, D.P. Harding & J.R. Schumacher (2004) Organising for CRM, *The McKinsey Quarterly*, No 3, 80-91

Other useful resources

Additional readings from other sources have also been assigned. These give a more in-depth perspective on specific issues and debates in customer relationship management. Students will gain most benefit from the course by synthesising the material from these various sources, rather than attempting to ‘rote learn’ the text.

Reference Books

Peelen, Ed (2005): *Customer Relationship Management*, FT Prentice Hall

Zikmund, W., R. McLeod and F. Gilbert (2003): *Customer Relationship Management – Integrating Marketing Strategy and Information Technology*, John Wiley & Sons

Varey, Richard (2002): *Relationship Marketing- Dialogue and Networks in the E-commerce Era*, John Wiley & Sons

Bligh, P. and D. Turk (2004): *CRM Unplugged – Releasing CRM's Strategic Value*, John Wiley & Sons

Reference Journals

Students should also consult a wide range of journals, such as:

- Journal of Marketing
- Journal of Marketing Management
- Harvard Business Review
- B&T Weekly
- Business Horizons
- Australian Financial Review
- Professional Marketer
- Australasian Marketing Journal
- Sloan Management Review
- California Management Review
- AdNews
- Business Review Weekly
- Customer Relationship Magazine CRM

WebCT

Master of Marketing courses use a WebCT environment for all on-line components. WebCt facilities will be used throughout this course. Only students officially enrolled in this course can gain access to these facilities through the site:

<http://www.webct.unsw.edu.au>

This site will be used in a number of ways:

- Distribution of lecture notes (These will be available a minimum of 24 hrs before the lecture.)
- Announcements and messages regarding the course.
- Bulletin board: vehicle to obtain feedback/clarification on issues; central location to launch discussions on points of interest. All students are strongly encouraged to contribute to any issues raised on this site.
- Links to useful sites.

Assessment

Subject requirements

The table below provides an overview of the assessment tasks, due dates and relative weighting.

Assignment Name	Due date	Weight
Class discussion participation	Throughout session	5%
Current topic presentation	Weekly (starts w 3)	20%
Assignment: Group project	Week 6	35%
Final Examination*	Week 9	40%
TOTAL		100%

**It is required to obtain a minimum of 50% on the Final Exam in order to pass the course.*

This course will be assessed in accordance with the School's assessment policies that can be found at: <http://sistm.web.unsw.edu.au>

Class discussion participation

Due: Throughout session
Weight: 5%

Active participation is an important component of the Master of Marketing. All students are expected to participate in class discussions and activities as well as, at various times throughout the session, make presentations in class.

A major portion of the classes will be discussion and activity oriented, and therefore depends on the prior preparation and participation of class members. It will be assumed that students will have read through the chapters and other reading material assigned each week *prior* to attending lectures. The text covers some of the basic material, provides examples, and contains interesting and useful facts and figures.

The participation marks will be based on each participant's contribution to the class discussion.

Current topic presentation

Due: Throughout session
Weight: 20%

Since customer relationship management evolve so rapidly, it would be unrealistic to expect a textbook to be current. Each group will, therefore, be expected to make a class presentation (20 minutes at most, plus 10 minutes for questions from the class) on a topic that is currently in the news, as well as the distribution, to each class member, of a "management summary" (1-2 page max) on the topic, which should include the description of the topic, its relevance towards the subject of this course, and possible lessons that can be learned from the chosen topic. Students will make such presentations in the same groups as for the major project. Sources for such topics are the business press, television, and contact with firms, among others. Each group is also required to email to the lecturer soft/hard copy of original article(s)/ document(s) on which chosen current topic is based.

The current topic presentation marks will be based on topic relevance for the subject, key learnings, team effort and presentation style. A timetable of presentations will be arranged in the first lecture with the first presentation commencing in week 3.

Assignment: Group project

Due: Week 6
Weight: 35%
Length: 3000-4000 words, double-spaced.
References: 5 –10 required
Due date: Monday, 29 August

Select an organisation of your choosing (it may be your employer). Then you are to prepare a management report that (a) describes the current state of play of CRM (a CRM audit if you like); (b) critically analyses it using the theories, models, and frameworks that you have studied in this course; (here you should address the question of whether CRM has or has not been successful and *why*); (c) offers a series of strategic recommendations and implementation guidelines. It is expected that the report will contain secondary data (as appropriate) on market trends, customer/market sizes, trends in consumer behaviour, etc, or even data internal to the firm being studied (e.g., number customers by size, etc).

In assessing the project, the following will be taken into the consideration:

- a description of the current CRM and subsequent critical analysis that is of sufficient depth and detail. In other words we don't want a simple, superficial overview.
- evidence that you have integrated into your analysis and recommendations the various models, theories and frameworks used in the course;
- an insightful and focused analysis
- some evidence of creative thinking
- well argued and presented written communication
- references used for the project.

Final Examination

Due: Final exam will be held in the Week of 9
Weight: 40%

The final exam will take place in the formal examination period at the end of the session. It will be a 3-hour, closed book exam. It will draw on work covered in lectures, discussions, guest speakers and current topic presentations. It will be required from you to both understand and apply the key ideas, theories, and frameworks covered in the course. The structure of the exam will be discussed in the last weeks of the session.

All students are expected to sit for the final exam at the specified time.

IMPORTANT: It is required to obtain a minimum of 50% on the Final Exam in order to pass the course.

If you cannot sit for the final exam, you must lodge a Special Consideration Form with the Registrar (not SoM staff) and you will be notified by the registrar of the decision.

All exams are conducted in accordance with the UNSW Rules for the Conduct of Examinations and it is the student's responsibility to be familiar with these rules. For more information, refer to the *Master of Marketing Student Information Guide* or the UNSW examination website at:

http://www.studentadmin.unsw.edu.au/academiclife/assessment/examinations/examination_rules.shtml

Grading and feedback

All assignments and examinations are assessed using the Fail, Pass, Credit, Distinction and High Distinction grading system (see table below)

Code	Grade	% Mark	Explanation
HD	High Distinction	85-100	An outstanding performance
DN	Distinction	75-84	A superior, well above average performance
CR	Credit	65-74	A good, above average performance
PS	Pass	50-64	An acceptable level of performance
FL	Fail	0-49	Unsatisfactory performance

A more comprehensive list of possible grades can be found at <http://www.student.unsw.edu.au/atoz/atoz-Results.shtml>

Unless otherwise indicated, feedback for all assessment (except final examination) will be provided within two weeks of submission.

Assignment submission

Unless otherwise arranged with the lecturer, all assessment must be submitted in the class in which it is due. All assignments must be accompanied by an Assessment Cover Sheet. Copies of the assessment cover sheet are available on the Master of Marketing website.

Late submission

Assignments are due on the date indicated in this overview. Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made in writing to the lecturer prior to the due date. Medical certificates or other evidence of extreme misfortune must be attached and must contain information that justifies the extension sought.

Late submission of assignments will incur a penalty of 10% of the percentage weight of the assessment component per day after the due date. An extension in the time of submission will only be granted under exceptional circumstances by the lecturer-in-charge. In all cases documented evidence must be provided.

Word count & assignment format

Word count limits are strict and penalties will apply for exceeding the word limit.

All assessment should include an assignment cover sheet. Written work such as essays should be typed in 12point font, double-spaced and stapled with allowance made (3 cm on each side) in the margin for comments and feedback. Please do not bind assignments.

Student responsibilities

Attendance and participation

Students are expected to be regular and punctual in attendance at all classes in the courses in which they are enrolled. It is important to note that if students attend less than eighty per cent of their possible classes they may be refused final assessment. All requests for non-attendance at class must be submitted to your lecturer or the Director, Master of Marketing.

Academic honesty

Students and staff are governed by the normal laws which regulate our daily lives. But in addition the University has its own code of rules and conduct. This is because good conduct and academic honesty are fundamental to the mission of the University as an institution devoted to the pursuit of excellence in scholarship and research, and to the service of society. These principles apply not only to students but to the whole University community, including staff engaged in research. They have been developed over many years and are widely supported by staff and students. Staff and students are committed to good conduct and academic honesty and are keen to see that these values and principles are upheld.

The University Council has defined student misconduct as follows (29th August 1994): Student misconduct includes student academic misconduct and also encompasses conduct which impairs the reasonable freedom of other persons to pursue their studies or research or to participate in the life of the University.

It is the responsibility of all students to familiarise themselves with the rules that govern student and academic misconduct. For more information, please see:

http://www.student.unsw.edu.au/academiclife/assessment/academic_misconduct.shtml

Plagiarism

Plagiarism is considered academic misconduct and, as such, will be severely penalised. Plagiarism involves using the work of another person and presenting it as one's own. Acts of plagiarism include copying parts of a document without acknowledging and providing the source for each quotation or piece of borrowed material. These rules against plagiarism apply whatever the source of the work relied upon may be, whether printed, stored on a compact disc or other medium, found on the World Wide Web or Internet.

Similarly, using or extracting another person's concepts, experimental results or conclusions, summarising another person's work or, where, there is collaborative preparatory work, submitting substantially the same final version of any material as another student constitutes plagiarism.

It is your responsibility to make sure you acknowledge within your writing where you have "sourced" the information, ideas and facts etc.

The basic principles are that you should not attempt to pass off the work of another person as your own, and it should be possible for a reader to check the information and ideas that you have used by going to the original source material. Acknowledgment should be sufficiently accurate to enable the source to be located speedily. If you are unsure whether, or how, to make acknowledgment consult your lecturer.

For more information on plagiarism and how to avoid it, visit the UNSW Learning Centre website: <http://www.lc.unsw.edu.au/onlib/plag.html>