



University of the
West of England

MODULE SPECIFICATION

Code: UMKC8M-15-M **Title:** Customer Relationship Management **Version:** 3
Level: M **UWE credit rating:** 15 **ECTS credit rating:** 7.5
Module type: Project
Owning Faculty: FBL **Field:** Marketing
Valid from: 1 September 2004 **Discontinued from:**
(Revised 1 September 2008)

Contributes towards: MSc Marketing, MA Marketing

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Aim of module

This module is designed to provide students with the special knowledge required for the effective management of important customer relationships and to integrate this knowledge in the solution of relevant problems.

Learning outcomes

On successful completion of this module students will be able to:

- Demonstrate knowledge of the contribution of changes in marketing theory to a more-relationship based approach to dealing with customers in business-to-business and consumer contexts;
- Demonstrate knowledge of processes of strategy development and design of customer relationship management programmes that reflect customer behaviour and the transitions in marketing theory;
- Demonstrate the capacity to examine complex problems and issues from a number of perspectives and make well reasoned judgements that manifest critical thinking and the ability to challenge viewpoints, ideas and concepts;
- Undertake an assessment of existing customer relationships, their management and contribution to organisational performance;
- Prepare a marketing plan that focuses upon developing appropriate strategies to improve relationship performance;
- Deal with complex problems, using appropriate customer relationship management concepts, models and tools for problem identification, definition and resolution;
- Use written formats to communicate ideas and information clearly, effectively and in a reasoned way.

All of these outcomes are assessed. In addition the educational experience may explore, develop, and practise but not formally discretely assess the following:

- Working with minimum guidance;
- Presenting compelling arguments orally;
- Identifying and selecting relevant information from available resources.

Syllabus outline

- Evolution of marketing theory from transactional focus to relationship focus;
- Relationship variables & theories;
- Features of CRM in end consumer context;
- Customer analysis in end consumer context;
- Organisational implications of CRM in end consumer context;
- Challenges to managing end consumer relationships;
- Understanding businesses as customer relationships;
- Relationship life cycles and portfolios in the business-to-business context;
- Structures and systems for managing business relationships;
- Dealing with the softer aspects of business-to-business relationship management;

Teaching and learning methods

The primary contact for this module will be workshops which will include interactive class discussions and in-class activities. While sessions will involve a degree of didactic instruction, the emphasis in classes will be on exploring student interpretation and views of selected reading material or cases, drawing from their own experiences if appropriate. The Blackboard module pages will be used extensively for the provision of such materials in advance.

Students will also need to work independently to deepen their understanding of issues related to customer relationship management by finding, selecting and making use of relevant reading material as part of their private study. They will be encouraged to utilise the study skills web pages to support their learning. The independent study will also revolve around the demands of the assessed mini-project. As a supervised project activity, students will be able to seek guidance from the module tutor and will receive formative feedback on a project proposal.

Reading Strategy

Students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

Essential reading

The module will draw heavily from a textbook that **all students are expected to purchase**. This text is currently:

Little, E. & Marandi, E. (2003) *Relationship Marketing Management*, Thomson Learning.

However, as the Module Handbook will have the most current details on reading strategy, students are advised to check before proceeding to purchase.

Additional essential reading material, including case studies or academic papers to which students do not automatically have access through the Library, will be provided. Where possible, materials will be made available on Blackboard for easy access.

Further reading

As well as the Essential Reading, students will be expected to read articles as directed by the tutor or as part of a self learning strategy. These will be in journals available through the University Library such as 'Journal of Marketing', 'Harvard Business Review', 'European Journal of Marketing', 'Journal of Business-to-Business Marketing', 'Journal of Database Marketing', 'Industrial Marketing Management'. Additionally, to further enliven class discussions, students will be expected to be alert to 'live' or recent examples of customer relationship management in the press that may be prevalent during the module.

Indicative reading list

As indicated above, the most current advice on reading will be provided in the Module Handbook issued to all students. However, the following constitutes a list of additional textbooks that students

may find useful and which will be available through the University Library:

- Anderson, J. & Narus, J. (1999) *Business Market Management: Understanding, Creating & Delivering Value*, Prentice Hall.
- Brennan, R., Canning, L. & McDowell, R. (2007) *Business-to-Business Marketing*, Sage.
- Brown, S.A. (2000) *Customer Relationship Management: A Strategic Imperative in the World of e-Business*, Wiley;
- Buttle, F. (2008) *Customer Relationship Management: Concepts & Technologies*, 2nd Edition, Butterworth Heinemann;
- Christopher, M.; Payne, A. & Ballantyne, D. (1991) *Relationship Marketing: Bringing Quality, Customer Service, and Marketing Together*, Butterworth Heinemann;
- Donaldson, B. & O'Toole, T. (2007) *Strategic Market Relationships*, 2nd Edition, Wiley;
- Egan, J (2004) *Relationship Marketing*, 2nd Edition, FT Prentice Hall.
- Ford, D. (2002) (ed.) *Understanding Business Marketing & Purchasing*, 3rd Edition, Thomson Learning;
- Ford, D., Gadde, L-E, Hakansson, H. & Snehota, I (2003) *Managing Business Relationships*, 2nd Edition, Wiley.
- Payne, A. (1995) (ed.) *Advances in Relationship Marketing*, London: Kogan Page.
- Payne, A.; Christopher, M.; Clark, M. & Peck, H. (1995) *Relationship Marketing for Competitive Advantage : Winning & Keeping Customers*, Butterworth Heinemann;
- Peelen, E (2005) *Customer Relationship Management*, FT Prentice Hall.

Assessment

Given the applied nature of this module and the outcomes students are expected to achieve, the most suitable form of assessment is a supervised applied project that will enable students to bring their customer relationship management knowledge, critical faculties, and planning and implementation abilities to bear upon real customer relationship management problems. The supervised nature of the project means that topics will be negotiated and agreed with the tutor and students will have opportunities for formative feedback on the appropriateness of the topic and the direction in which they intend to take their project treatment.

Percentage split

Weighting between components A (controlled component) and B n/a

ATTEMPT 1

First Assessment Opportunity

Component A

Description of each element

1 3000 word supervised project

Element weighting

100%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A

Description of each element

1 3000 word supervised project

Element weighting

100%

ATTEMPT 2 (OR SUBSEQUENT): Attendance at taught classes is required