Dr. Alma Mintu-Wimsatt, Professor of Marketing, received her Ph.D. in Marketing from the University of Kentucky in 1990. Dr. Mintu joined TAMU-Commerce in 1992. Since joining TAMU-C, Dr. Mintu-Wimsatt has been recognized both in research and teaching. Of her accomplishments, Dr. Mintu is most proud of her Texas A & M Spring (2012, 2011) and Fall Teaching Excellence Awards (2011, 2010, 2009), Paul W. Barrus Distinguished Faculty Award for Teaching and H.M. Lafferty Distinguished Faculty Award for Scholarship and Creative Activity. Dr. Mintu was also named in the 2004 Texas Monthly’s Guide to Texas Colleges & Universities as one of the best instructors to take at TAMU-C.

PICTURE: Picture of Dr. Mintu's family taken in San Sebastian, Spain (Summer, 2012).

The platform of eCollege uses Central Time. We will be using CT as the default for opening and closing times/dates/deadlines.

All students are required to read, sign (electronically - meaning that you type out your name) and date TAMU-C’s Academic Honesty Policy. Be sure to upload the signed copy to your “dropbox.” Please do NOT e-mail it back to Dr. Mintu. The AHP will be e-mailed to you as an attachment by Dr. Mintu during the first day of class. It can also be found under the "Doc Sharing" tab as well. AHP has to be returned immediately during the first week of class.

Dr. Mintu reserves the right to administratively drop any student who does not log into the class web site for seven consecutive days after the course officially starts (8/27/2012).

Dr. Mintu urges registered online students to familiarize themselves with eCollege by going through the student tutorial process (i.e., see your Homepage). This will ensure that each student will have sufficient knowledge on how to accomplish the requirements of the course. It is NOT Dr. Mintu’s responsibility to teach students on how eCollege works. **Dr. Mintu assumes that each student has a working knowledge of eCollege and has access to their e-mail address.**

Students who encounter technical problems should contact the eCollege HelpDesk, available 24/7. The HelpDesk can be reached by sending an email to helpdesk@online.tamuc.org or by calling 866-656-5511. Additionally, you can click on the "Help" button located at the top of each page for more information.
Please read and review this syllabus carefully. *If you think that the set-up of this specific course will not work with your own schedule/style, please reconsider your enrollment and look for another option.* If you intend to drop this course, please make sure that all administrative requirements for dropping are completed. Otherwise, if your name appears in the class roster at the time grades are to be submitted - you will receive an "F."

### Course Description & Objectives:

This course hopes to keep our MBA students in the cutting edge of today's marketing practices. This class will explore the opportunities and challenges presented by a popular business practice - Customer Relationship Management (CRM). CRM is considered the new "mantra" of marketing. It focuses on maximizing customer value. This is accomplished by the development and management of cooperative and collaborative relationships.

For the purposes of this course, emphasis will be placed on the development of an understanding of Relationship Marketing, CRM theory and CRM applications through a series of discussions, cases, exams, and exercises.

The course has the following primary objectives:

1. To understand the premise of Relationship Marketing, the foundation for CRM, and the meaning of "creating value" for customers.

2. To identify the key elements of implementing a CRM strategy consistent with the changing legal and ethical parameters in business.

3. To understand the business-to-business (B2B) and business-to-customer (B2C) contexts of CRM.

4. To familiarize students with data mining and strategic uses of information.

5. To expose students to important companies with innovative CRM strategies.

This class will primarily rely on CURRENT popular press publications. Students will need to use several search engines for discussion/case/exercise purposes.

**IMPORTANT NOTE:**

There seems to be a STRONG belief among many students that web-based classes are easier than traditional face-to-face classes. This is not true at all – especially in Dr. Mintu’s class!!

For this MKT 574 course, you will find that the schedule we will follow is quite
rigorous - a degree of structure has been established. Students are expected to keep up with the course’s requirements and, the exams are very challenging.

All deadlines are absolute and no extra credit is awarded. A detailed syllabus is provided for your direction. Students are strongly advised to keep a hard copy of this syllabus handy at all times. E-mail Dr. Mintu or use the Virtual Office for additional questions you may have.

The following schedule has been provided for your convenience.

<table>
<thead>
<tr>
<th>Week #1*</th>
<th>Aug. 27- Aug. 31</th>
<th>Introduction - Relationship Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview and definition of CRM</td>
<td></td>
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<tr>
<td>Impact of CRM on marketing</td>
<td></td>
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<tr>
<td>Discussion:</td>
<td></td>
<td></td>
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<tr>
<td>Topic (1) Introduce yourself, and</td>
<td></td>
<td></td>
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<tr>
<td>Topic (2) Questions on course requirements</td>
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<table>
<thead>
<tr>
<th>Week #2**</th>
<th>Sept. 2 - Sept. 6</th>
<th>Foundation of CRM</th>
</tr>
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<tbody>
<tr>
<td>Key components of CRM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology &amp; organizational issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discussion: Internal customer</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Week #3***</th>
<th>Sept. 9 - Sept. 12</th>
<th>Discussion: Pitfalls of CRM and the organizational mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refer to the questions at the end of last week's lecture notes labelled &quot;DISCUSSION QUESTIONS&quot;</td>
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**Case Study #1: The Experienced Relationship (Marketing Management, Summer, 2010, p. 10)**

<table>
<thead>
<tr>
<th>Week #4</th>
<th>Sept. 16 - Sept. 19</th>
<th>CRM contexts</th>
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</thead>
<tbody>
<tr>
<td>B2B (business-to-business)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2C (business-to-customer)</td>
<td></td>
<td></td>
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<tr>
<td>Consumer lifetime value (LTV)</td>
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<td></td>
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<tr>
<td>Discussion: Customer retention</td>
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<p>| Week | Sept. 23 - | Difference between variety and customization |</p>
<table>
<thead>
<tr>
<th>#</th>
<th>Date</th>
<th>Discussion topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>#5</td>
<td>Sept. 26</td>
<td>Refer to the questions at the end of last week's lecture notes labelled &quot;DISCUSSION QUESTIONS&quot;</td>
<td>Case Study #2: Testing the Value of Customization (Journal of Marketing, Vol 73 (Sept., 2009), pp. 103-121). Submission due: Sept. 26th by NOON CT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discussion: Case #2</td>
<td></td>
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</tbody>
</table>
| Week #6 | Sept. 30 -  Oct. 3 | Creating value                                                                                         | • Customer-centric culture  
• Customer acquisition  
• Customer retention  
Discussion: Finding customers                                                                 |
| Week #7 | Oct. 7 -  Oct. 10 | Should a 5th "P" be added to marketing mix?                                                           | • Refer to the questions at the end of last week's lecture notes labelled "DISCUSSION QUESTIONS"  
Exercise #1: Kindle's ebooks - Without a storefront  
Submission due: Oct. 10th by NOON CT  
Discussion: Exercise #1                                                    |
| Mid-Term Exam | Oct. 14 - Oct. 17 | Mid-Term                                                                                              | Due Date: October 17th by NOON p.m. CT                                                                                                     |
| Week #8 | Oct. 21 -  Oct. 24 | Customer loyalty                                                                                       | • Brand equity  
• Satisfaction  
• Supply chain management  
Case Study #3: Beyond Listening (Marketing Management, Winter, 2010, p.27)  
Submission due: Oct. 24th by NOON CT                                                  |
<table>
<thead>
<tr>
<th>Week #9</th>
<th>Oct. 28 - Oct. 31</th>
<th>Discussion: Case Study #3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Discussion: Evaluate the 4 typology of customer loyalty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Refer to the questions at the end of last week's lecture notes labelled &quot;DISCUSSION QUESTIONS&quot;</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Week #10</th>
<th>Nov. 4 - Nov. 7</th>
<th>Database marketing</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Data mining</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Privacy and legal issues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exercise #2: Can Twitter Predict the Future (The Economist, June 2, 2011)</td>
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<tr>
<td></td>
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<td>Submission due: Nov. 7th by NOON CT</td>
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<tr>
<td></td>
<td></td>
<td>Discussion: Exercise #2</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Week #11</th>
<th>Nov. 11 - Nov. 14</th>
<th>Discussion: Data Knows (Business Week, Sept. 12-16, 2011, p. 70)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Refer to the questions at the end of last week's lecture notes labelled &quot;DISCUSSION QUESTIONS&quot;</td>
</tr>
</tbody>
</table>

| Nov. 18 - Nov. 21 | Thanksgiving - Enjoy! |

<table>
<thead>
<tr>
<th>Week #12</th>
<th>Nov. 25 - Nov. 28</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Establishing CRM measures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Evaluating success</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discussion: Prognosis of CRM</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Refer to the questions at the end of this week's notes labelled &quot;DISCUSSION QUESTIONS&quot;</td>
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<table>
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<tr>
<th>Final Exam</th>
<th>Dec. 2 - Dec. 5</th>
<th>Final exam</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Due Date: December 5th by NOON CT</td>
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</table>
There is NO required textbook for MKT 574. Instead, we will use a variety of external sources. This means that students will have to conduct extensive research - particularly in the mainstream business literature. Business magazines such as Harvard Business Review, Marketing News and Business Week will prove to be very beneficial as well. Fortunately, given the resources available online, this should not be a big hurdle. Google is a viable research resource alternative.

Some articles have been highlighted in the discussion forum section to supplement our discussion. These articles can be found using the TAMU-C library's electronic databases.

Specifically for Business Week articles, if you are searching using Businessweek.com, note that dates/title may vary from the hard copy reference provided in your syllabus. However, if you use the library's electronic database for Business Week - then the provided citation should be accurate.

If you encounter library-related issues, please contact:
Sarah H. Northam
Interim Head of Reference
TAMU-Commerce Libraries
Sarah.Northam@tamuc.edu
(903) 886-5714

The next section of your syllabus provides citation of SUGGESTED readings for each topic area. However, if you have a hard time locating these articles, use alternative sources as mentioned above. There are numerous articles on CRM that you can use in your discussion, just make sure to properly cite relevant references.

The following SUGGESTED articles are available in TAMU-C's library database. If you are having problems locating the articles, use alternative sources to supplement the topic areas being discussed.

Be sure to use your CWID for username and your [original or initial] eCollege password. Go to the "Current and Electronic Periodicals" tab - left hand side on
your screen.

Overview of CRM:


Foundation of CRM:


Slater et al. (2009), "Know Your Customers," Marketing Management, Jan./Feb.


CRM Contexts:


Creating Value & Loyalty:


Review, No. 49, No. 1.

Database marketing:


Evaluation:


LECTURE NOTES:

Each week, lecture notes will be open for access and review on the Wednesday PRIOR to the start of the discussion week, except for Week #1. For example, for Week #2, the lecture notes will be accessible by Wednesday, August 29th. This will give you plenty of time to look at the discussion questions, conduct the necessary research, and raise questions for clarification purposes.

DISCUSSION:

Discussions will be open for review and posting for four days – starting on Sundays at 12:01 a.m. until Wednesdays at 11:59 p.m., except for Week #1 and Week #2 (see your course schedule). In other words, the weekly cycle runs from Sunday early morning to Wednesday before midnight CT. After the deadline, discussion postings will be available on a "READ ONLY" basis.

It is the responsibility of each student to keep track of the course schedule. Any student who will not be able to log into the class web site for more than seven days (i.e., because of an extended business trip or other extenuating situation) should contact Dr. Mintu in advance to avoid an inadvertent drop from the course.

Lecture notes can be found under the "Lecture" for each week. You will note that each lecture topic will be discussed for a 2-week time period. Lecture notes will contain the following:

(1) Relevant notes and references for the designated week's topic.
(2) Case study/exercise questions and weekly discussion questions to for the given week and/or the following week. For example, Week #2 lecture notes will include the discussion questions for the week (Week #2) and the case study/discussion questions for Week #3.

During the week when a NEW topic is presented, a case or exercise will be required. Typically, this will be about a company that has made significant progress on the topic the class is currently studying or some relevant CRM research question. For example, for Week #2, the case topic will be on customer relationships.

Each case study and exercise are worth 10 points. Questions relating to the Case Study/Exercise can be found at the end of the lecture notes from the prior week. For example, Case #1 analysis questions can be found in Week #2's Lecture Notes.

Each student is required to analyze and answer the questions. Your analysis should be limited to a 1-page and single-spaced of TEXT material. Text material does not include references. References can be placed in page 2. If using references, adhere to APA style.

Submissions are to be uploaded in the designated "dropbox." Case study/exercise are due by noon on the 4th day (i.e., Wednesday) of our weekly cycle. **Deadlines are absolute - no late submissions!** Case/Exercise grades will be provided within 24-48 hours of the due date.

**IMPORTANT CASE SUBMISSION RULES:**

1) Be sure to type and save your case/exercise submissions in Word document form (using Office 2007 or earlier) – page limit of 1 page is to be strictly followed. You will be penalized (at least 2 points worth of deduction) if the page limit is not followed.

2) To submit your case, go to “Dropbox” and upload the case by using appropriate case/exercise title. Proper case submission process is critical to ensure timely grading.

3) Failure to assign proper “Dropbox” association will result in significant delays OR your case submission may NOT be graded!

4) **Save your document into an Office 2007 or earlier file so that Dr. Mintu can open it from her end. Any work submitted that cannot be opened/read by your instructor will NOT be graded.**

The discussion forum will comprise your participation grade. It is intended to help students interact with each other and learn from each other’s opinions/insights. The objective of the forum is to create critical and sophisticated discussion on relevant and interesting topics. Discussion questions will be provided by Dr. Mintu and can be found at the end of the lecture notes.
except for Week #1.

Discussion postings will be required every week. During the weeks (such as Week #3) when Cases/Exercises are to be submitted, the discussion questions for posting purposes will be different from those that will be submitted (questions are properly noted at the end of your lecture notes). Discussions will follow the 4-day cycle. At the end of each week/cycle, you will receive a feedback e-mail summarizing the discussion thread for the week.

A total of 50 pts. is available as your discussion grade to be determined by Dr. Mintu at the end of the semester. You are welcomed to periodically check with Dr. Mintu the status of participation grade (especially around the mid-term).

Please note that your discussion grade is "weighted" like your exams. There is NO MAKE-UP for missed discussion postings. Participation grade will be posted on or before you take your final exam.

MINIMUM REQUIREMENT: Students are required to actively participate in all class discussions. Each student is required to post AT LEAST three times per discussion topic: (1) To answer any 3 of the discussion questions found at the end of your lecture notes (this counts for one posting), AND (2) To interact/respond to an existing discussion thread (need to post at least twice). In other words, the MINIMUM weekly requirement is as follows:

Posting #1 - Answer at least 3 of the discussion questions found at the end of your lecture notes;
Posting #2 - Interact during the 4-day discussion cycle either by responding to your colleagues' or Dr. Mintu's postings;
Posting #3 - Interact during the 4-day discussion cycle either by responding to your colleagues' or Dr. Mintu's postings.

The quality of your postings as well as the number will be evaluated. Those who meet the MINIMUM requirement can expect to receive a grade of 35 points. Consider this minimum requirement like a sales quota. Dr. Mintu will also actively participate in these discussions. The minimum requirement does not apply for Week #1.

Grading Rubric (50 points):
43-50 pts. Student provides substantive contributions and actively engaged throughout each 4-day discussion cycle;
36-42 pts. Student answers more than 3 discussion questions and interacts more than twice per Topic;
35 pts. Student fulfills minimum requirements (see above)

It is critical that students read ALL the postings for each topic. This will ensure that you not only respond to Dr. Mintu’s topic questions but to your colleagues’ comments as well. Also, it will help in ensuring against anyone plagiarizing your work.

IMPORTANT POSTING RULES:

1) Postings may be a few sentences or a couple of paragraphs in length. The key to a quality post is that it provides clear analysis and insight into the topic or questions. Dr. Mintu carefully reads each of your postings and may respond directly to you regarding your comments.

2) Note that long-winded postings are not necessary. Shoot for quality rather than quantity. If using references, adhere to APA style.
3) In the past, Dr. Mintu has encountered plagiarism among students (copying each others’ postings). Please note that TAMU-C has explicit rules regarding plagiarism and will be subject to penalties. Students are advised to carefully read everyone’s postings to ensure that no one has plagiarized your answer.

4) Students with very FEW or NO SUBSTANTIVE postings will not receive any credit.

5) Proof read your postings - eliminate any offensive references, poor sentence syntax, misspelled words, etc. Keep errors to a minimum.

6) No make up is provided for missed discussion postings.

7) Be sure to cite references when utilized.

8) Discussions are on a 4-day cycle - Sunday 12:01 a.m. to Wednesday 11:59 p.m. When discussions are closed - students are allowed to "READ ONLY."

9) Have a sense of humor.

Exams

There will be two exams in this class: Mid-term and Final. Please note that the Final exam is NOT a comprehensive exam! Each exam is worth 50 points. The week before the mid-term, Dr. Mintu will make available exam instructions/guidelines as well as sample questions to give the class some idea on the nature of the exam. The time limit for each exam is TWO HOURS. Exams are due by NOON Central Time on the 4th day (Wednesday).

The exam will be comprised of two parts:

10 items - True/False (but you need to justify your "false" answers) (20 points)
4 essay questions (30 points)

Grading Scheme:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two exams</td>
<td>100</td>
</tr>
<tr>
<td>Three cases</td>
<td>30</td>
</tr>
<tr>
<td>Two exercises</td>
<td>20</td>
</tr>
<tr>
<td>Discussion/participation</td>
<td>50</td>
</tr>
<tr>
<td>TOTAL</td>
<td>200</td>
</tr>
</tbody>
</table>

The assignment of letter grades will follow TAMU-C’s policy. That is, 90% is the cut-off for an A, 80% for a B; 70% for a C, etc. As mentioned, no extra credit is available (see Note under Course Objectives/Description).
E-mails will be sent out weekly regarding feedback, reminders and other important information. Be sure to check your e-mail account regularly. Also, always check the "Course Announcements" posted by Dr. Mintu. These announcements will be dated, so you will be aware of changes.

All questions and/or comments regarding the class should be directed to Dr. Mintu as soon as possible via e-mail or the virtual office. In case of an emergency, call her on the number indicated in your syllabus. Dr. Mintu REGULARLY checks her e-mail – so you can expect a prompt response. **Dr. Mintu will attempt to respond to your e-mails within 24 hours, EXCEPT during the weekends.**

**NOTE:** Please remember that Dr. Mintu has 4 concurrent online MBA classes this Fall Semester. **As a result, deadlines will be strictly followed.**

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**What to Expect From Dr. Mintu**

I am sure most of you have asked/checked around about Dr. Mintu. Some of you will enjoy the class (specially if you like a more practical approach) and some of you won't. Regardless, be cognizant of the fact that I am stickler for schedules and deadlines. Like most of you, I have a life outside TAMU-C and the only way I can balance everything is to follow a regimented schedule.

1) Occasionally, current events may occur that have great relevance to marketing. E-mails may be sent to the class with additional questions for discussion.

2) Dr. Mintu grades ALL your submissions herself. Typically, your submissions will receive her feedback (i.e., grades/comments) within 24-48 hours after the deadline.

3) Dr. Mintu will also send (constant) reminders regarding the upcoming class schedule – particularly deadlines.

4) Always check the “Course Announcement” section (main student screen) for other announcements. Dr. Mintu updates this page on a regular basis.

5) Have a sense of humor - try to enjoy and absorb the practical applications of marketing & CRM.

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**Netiquette**

**Netiquette** is the new way of defining professionalism through network communication. Here are some Student Guidelines for the class:

- Do not dominate any discussion.
- Do not use offensive language.
- Keep writing style formal. Avoid slang.
- Never make fun of someone’s ability to read or write.
- Use simple English.
• Use correct spelling and grammar.
• Share tips with other students.
• Keep an “open-mind” and be willing to express your minority opinion.
• Be aware of the University’s Academic Honesty Policy.
• Think before you push the “Send” button.
• Do not hesitate to ask for feedback.