



UK

SYLLABUS 2025-2026

Relationship Marketing

MODULE SPECIFICATION

Module Code	2526_MKT_2_EN_026
Campus	Oxford
Department(s)	Marketing
Level / Semester	Masters Year 1 (M1); Equivalent to FHEQ level 7 Semester 07
Language of Instruction	English
Teaching Method	<input checked="" type="checkbox"/> In-person (face-to-face) <input type="checkbox"/> Distance learning (live online) <input type="checkbox"/> e-Learning (asynchronous) <input type="checkbox"/> Hybrid: _____
Pre-requisite(s)?	Fundamentals of marketing
ECTS <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	3
Equivalent FHEQ credits	6
Study Hours	75 hours which comprise of 28 directed learning and 47 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	This module offers an in-depth analysis of the strategic principles and practical application of relationship marketing. It moves beyond a transactional focus to critically examine the key success factors for building and maintaining profitable customer relationships. The module's focus is on integrating academic rigour with practical application, enabling students to develop and implement a nuanced relationship marketing strategy. By the end, students will be able to evaluate the efficacy of different approaches and critically appraise their potential for organisational profitability.
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Teaching Arrangement	The module will be delivered through discussion of key concepts in class, case studies, serious games, and practical application through a project.
Learning Outcomes	By the end of this module, students should be able to: <ol style="list-style-type: none"> 1. Critically evaluate the strategic implications of evolving market environments on contemporary marketing practices. 2. Systematically contrast and critique key theoretical frameworks and processes that underpin relationship marketing. 3. Engage in a rigorous and evidence-based debate on the strategic scope and organisational impact of relationship marketing, assessing its potential to create long-term value. 4. Formulate and defend a sophisticated relationship marketing strategy, synthesising advanced concepts and tailoring the approach to a specific market context.
Competency Goals* (Knowledge, expertise and interpersonal skills)	PGE_M_CG03 - To be open to cross-cultural perspectives
Alignment with Programme Learning Goals*	PGE_M_CG03_LO02 - To work in a multicultural environment
	PGE_M_CG01_LO05 - To identify the appropriate methodology to solve a problem
	PGE_M_CG01_LO06 - To apply knowledge in order to meet the expectations of the professional world
	PGE_M_CG02_LO03 - To demonstrate the ability to collaborate effectively

SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

<p>Session 1: Introduction to Relationship Marketing</p> <p>Content:</p> <ul style="list-style-type: none"> • The origins of relationship marketing • Fundamental principles of relationship marketing <p>References:</p> <ul style="list-style-type: none"> • Palmatier, R.W. and Steinhoff, L. (2019) <i>Relationship marketing in the digital age</i>. New York, NY: Routledge. (Chapters 1 and 2) • Grönroos, C. (1994) 'From marketing to relationship marketing: Towards a paradigm shift in marketing', <i>Management Decision</i>, 32(2), pp. 4-20. doi:10.1108/00251749410054774. <p>Assignments:</p> <ul style="list-style-type: none"> • The lecturer may choose the assignments to be completed and evaluated: <ul style="list-style-type: none"> ○ A written assignment and presentation based on article readings
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Last reviewed: 11/09/2025

- Report and/or presentation based on article readings
- Oral presentations

Session 2: The Link Between Satisfaction and Loyalty

Content:

- Definition and measurement of satisfaction
- Definition of loyalty
- Impact of satisfaction on loyalty

References:

- Palmatier, R.W. and Steinhoff, L. (2019) *Relationship marketing in the digital age*. New York, NY: Routledge. (Chapter 6)

Assignments:

- The lecturer may choose the assignments to be completed and evaluated:
 - A written assignment and presentation based on article readings
 - Report and/or presentation based on article readings
 - Oral presentations

Session 3: Building a Relationship Marketing Strategy

Content:

- The degree of customer orientation
- The objectives of relationship strategy
- Implementing CRM

References:

- Palmatier, R.W. and Steinhoff, L. (2019) *Relationship marketing in the digital age*. New York, NY: Routledge. (Chapter 6)
- Fournier, S. and Avery, J. (2011) 'Putting the "relationship" back in CRM', *MIT Sloan Management Review*, 52(3), pp. 63-72.
- Case study: Amazon Indonesia

Assignments:

- The lecturer may choose the assignments to be completed and evaluated:
 - A written assignment and presentation based on article readings
 - Report and/or presentation based on article readings
 - Oral presentations

Session 4: Customer Experience in Service of Relationship Marketing

Content:

- Omnichannel marketing
- Customer experience marketing mix
- Service blueprint
- Customer journey

References:

- Teixeira, J.G., Patrício, L., Nunes, N.J., Nóbrega, L., Fisk, R.P. and Constantine, L. (2012) 'Customer experience modeling: From customer experience to service design', *Journal of Service Management*, 23(3), pp. 362-376. doi:10.1108/09564231211248453.
- De Freitas, J. (2023) *What is the optimal pattern of a customer journey?*, *Harvard Business Review*.

Assignments:

- The lecturer may choose the assignments to be completed and evaluated:
 - A written assignment and presentation based on article readings
 - Report and/or presentation based on article readings
 - Oral presentations

Session 5: The Effectiveness of Customer Relationship Programmes

Content:

- Measurement tools, ROI, etc.
- Customer retention measurement tools
- Loyalty programmes and their effectiveness
- Customer profitability (customer lifetime value, etc.)

References:

- Palmatier, R.W. and Steinhoff, L. (2019) *Relationship marketing in the digital age*. New York, NY: Routledge. (Chapter 4)
- Case study: Ola

Assignments:

- The lecturer may choose the assignments to be completed and evaluated:
 - A written assignment and presentation based on article readings
 - Report and/or presentation based on article readings
 - Oral presentations

Session 6: Optimising the Acquisition and Retention Strategy

Content:

- Serious game

Assignments:

- The professor evaluates the strategy, the associated arguments, and the oral performance

Session 7: Big Data, AI, and Relationship Marketing

Content:

- Overview on big data, AI, and relationship marketing

References:

- Huang, M.-H. and Rust, R.T. (2022) 'A framework for collaborative artificial intelligence in marketing', *Journal of Retailing*, 98(2), pp. 209-223. doi:10.1016/j.jretai.2021.03.001.
- Grewal, D., Benoit, S., Noble, S.M., Guha, A., Ahlbom, C.-P. and Nordfält, J. (2023) 'Leveraging in-store technology and AI: Increasing customer and employee efficiency and enhancing their experiences', *Journal of Retailing*, 99(4), pp. 487-504. doi:10.1016/j.jretai.2023.10.002.

Assignments:

- The lecturer may choose the assignments to be completed and evaluated:
 - A written assignment and presentation based on article readings
 - Report and/or presentation based on article readings
 - Oral presentations

Session 8: The Hidden Side of Relationship Marketing

Content:

- Customer complaint management
- The pitfalls and limits of relationship marketing

References:

- Palmatier, R.W. and Steinhoff, L. (2019) *Relationship marketing in the digital age*. New York, NY: Routledge. (Chapter 5)

Assignments:

- The lecturer may choose the assignments to be completed and evaluated:
 - A written assignment and presentation based on article readings
 - Report and/or presentation based on article readings
 - Oral presentations

Session 9: Presentation and Analysis of Relationship Marketing Strategy and the Project Established by Student Groups

Content:

- Lecturer provides a project brief for carrying out the project

Assignments:

- The lecturer evaluates the group's ability to meet the project brief, the proposed strategy, the associated arguments during the oral presentation, and the written report

KEY TEXTS

1. Palmatier, R.W. and Steinhoff, L. (2019) *Relationship marketing in the digital age*. New York, NY: Routledge.

SUPPLEMENTARY TEXTS

1. Grönroos, C. (1994) 'From marketing to relationship marketing: Towards a paradigm shift in marketing', *Management Decision*, 32(2), pp. 4-20. doi:10.1108/00251749410054774.
2. Fournier, S. and Avery, J. (2011) 'Putting the "relationship" back in CRM', *MIT Sloan Management Review*, 52(3), pp. 63-72.
3. Teixeira, J.G., Patrício, L., Nunes, N.J., Nóbrega, L., Fisk, R.P. and Constantine, L. (2012) 'Customer experience modeling: From customer experience to service design', *Journal of Service Management*, 23(3), pp. 362-376. doi:10.1108/09564231211248453.
4. De Freitas, J. (2023) *What is the optimal pattern of a customer journey?*, *Harvard Business Review*.
5. Huang, M.-H. and Rust, R.T. (2022) 'A framework for collaborative artificial intelligence in marketing', *Journal of Retailing*, 98(2), pp. 209-223. doi:10.1016/j.jretai.2021.03.001.
6. Grewal, D., Benoit, S., Noble, S.M., Guha, A., Ahlbom, C.-P. and Nordfält, J. (2023) 'Leveraging in-store technology and AI: Increasing customer and employee efficiency and enhancing their experiences', *Journal of Retailing*, 99(4), pp. 487-504. doi:10.1016/j.jretai.2023.10.002.

MODES OF ASSESSMENT

Continuous Assessment (40%)	Analysis of a company's relationship marketing strategy	20%
	Case study	10%
	Serious game	10%

Final Exam (60%)	Closed book written exam
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MODULE DESIGN TEAM

- Author: *Samy Belaid/Damien Chaney*
- Reviewer: *Kalust Manukyan*
- External Reviewer: *Timothy O'Connor*