

New economy leadership, relationship management (CRM) and relationship marketing issues	CHAPTER	PAGE NR.	SOURCE	QUESTION
1. New economy/new generation leadership organisations	2	19 19 20 22 24 24	<ul style="list-style-type: none"> • Nasser and Visser (1993:7) • Gronroos (2000:11) • Nasser and Visser (1993:8-9) • Toffler (1980:18) • Senge (1990:4) 	1. 1 Define the concept new economy /new generation leadership organisations
2. Leadership transformation	2	24,31 23 26 29 34	<ul style="list-style-type: none"> • Senge (1990:4-12) • Oosthuizen et al. (2004:9) Table 2.1:contrasting management paradigms • Oosthuizen et al. (2004:9) Table 2.2: Characteristics of 2nd,3rd and 4th Wave organisations. • Nel (ABSA 2004) Table 2.3: Old economy paradigms vs. new economy paradigms • Nel (ABSA 2004) Table 2.4: Old v. new economy 	2. Has ABSA PFS made a leadership transformation?
3. Culture transformation	2	28 28 26 29 34	<p>3.1 Kotler and Keller (2003:50)</p> <p>Senge (1990:8)</p> <p>3.2</p> <ul style="list-style-type: none"> • Oosthuizen et al. (2004:9) Table 2.2: Characteristics of 2nd,3rd and 4th Wave organisations. • Nel (ABSA 2004) Table 2.3: Old economy paradigms vs. new economy paradigms • Nel (ABSA 2004) Table 2.4: Old v. new economy 	<p>3.1 Has ABSA PFS made a cultural Transformation in order to entrench new generation/ new economy leadership principles and mindsets?</p> <p>3.2 ABSA PFS use the Beehive model to entrench change and high performance in order to renew the organisation. The beehive theoretical model consists of seven sets of critical workplace practices; 1) Strategy 2) Structures 3) People capacity 4) Business processes 5) Stakeholder commitment 6) Pay and incentives 7) Change leadership</p>

				In your opinion do any of these sets of workplace practices impacts on relationship management and on the role of relationship managers?
4. Old economy leadership	2	26 29 34	<ul style="list-style-type: none"> Oosthuizen et al. (2004:9) Table 2.2: Characteristics of 2nd,3rd and 4th Wave organisations. Nel (ABSA 2004) Table 2.3: Old economy paradigms vs. new economy paradigms Nel (ABSA 2004) Table 2.4: Old v. new economy 	4. Has ABSA PFS abandoned old economy hierarchical power?
5. New economy leadership	2	26 29 34	<ul style="list-style-type: none"> Oosthuizen et al. (2004:9) Table 2.2: Characteristics of 2nd,3rd and 4th Wave organisations. Nel (ABSA 2004) Table 2.3: Old economy paradigms vs. new economy paradigms Nel (ABSA 2004) Table 2.4: Old v. new economy 	5. Has ABSA PFS entrenched new economy democracy and principles?
6. Personal mastery in the new economy workplace, Self-organising high performance teams, new economy leadership behaviour, change leader development and managing complexity and diversity.	2	31 31 32 34 33 34	<p>1. Personal mastery:</p> <ul style="list-style-type: none"> Senge (1990:7) Nasser & Visser:1993:42) <p>2. Self-organising teams:</p> <ul style="list-style-type: none"> Senge (1990:10) <p>3. New economy leadership Behaviour:</p> <ul style="list-style-type: none"> Nel [ABSA 2003] Table2.4: Old vs. New economy <p>4. Change leadership Behaviour:</p> <ul style="list-style-type: none"> Nel [ABSA 2004] FIGURE 2.2. <p>5. Managing complexity and Diversity:</p> <ul style="list-style-type: none"> Nel [ABSA 2003] Table2.4: Old vs New economy 	<p>6. How does the implementation of the five drivers of Leading the ABSA way affect the role of relationship managers?</p> <p>The five drivers of "Leading the ABSA way" are as follow:</p> <ol style="list-style-type: none"> 1. Personal mastery 2. Self organising high performance teams 3. New economy leadership behaviour 4. Change leadership behaviour and development 5. Managing complexity and diversity
7. The new economy leadership profile	2	22	<ul style="list-style-type: none"> Toffler (1980:18) 	7. In your opinion what emerging

	2	23	<ul style="list-style-type: none"> Oosthuizen et al. (2004:9) Table2.1:contrasting management paradigms 	leadership profiles should a relationship manager have in a new economy organisation?
	3	49	<ul style="list-style-type: none"> Brink and Bendt (2004:30) Grönroos (2000:37) 	
	3	46	<ul style="list-style-type: none"> Cartwright (2000:145) 	
8. New economy leadership and the impact on relationship managers	2	28	<ul style="list-style-type: none"> Senge (1990:4-12): learning organisation. 	8.1 Are there any contributing factors of new economy leadership principles that impact on the role of relationship managers?
		28-36	<ul style="list-style-type: none"> Senge (1990:7-10): Mental models, personal master, systems thinking, shared vision and team learning. 	
		19	<ul style="list-style-type: none"> Visser and Vivier(1993:7-8):high degree of innovation 	
		31	<ul style="list-style-type: none"> Nasser and Vivier(1993:42): corporate performance accountability 	8.2 Do you think it is a positive or negative Impact?
		23	<ul style="list-style-type: none"> Oosthuizen et al. (2004:9) Table2.1:contrasting management paradigms 	
9. Definition: Customer relationship management (CRM)	3	41	<ul style="list-style-type: none"> Cristopher, Payne and Ballantyne: (2002:16) 	9. Define Customer relationship management (CRM)
		42	<ul style="list-style-type: none"> Anderson and Kerr (2002:3) 	
10.Customer acquisition, retention and customer loyalty and the impact on customer relationship management (CRM)	3	50	<ul style="list-style-type: none"> Gronroos (2000:23) :Existing clients are more profitable 	10.1 Does ABSA PFS focus on acquisition or retention?
		51	<ul style="list-style-type: none"> Cristopher et al.(2002:55): Profitability increases with customer retention. 	10.2 Is retention important?
		51	<ul style="list-style-type: none"> Zeithaml et al.(2003:514): Acquiring new customers involves higher costs. 	10.3 Customer relationship management is a critical aspect in order to retain clients – comment on statement
		51	<ul style="list-style-type: none"> Zeithaml et al .(2003:159-161): benefits of customer retention of maintaining a relationship with service provider. 	
		52	<ul style="list-style-type: none"> Lovelock (2001:151): Customer loyalty 	
11.Customer relationship management (CRM)	3	45	<ul style="list-style-type: none"> Anderson and Kerr(2002:40-43): Importance of repeat business 	11.1 By implementing a CRM strategy are there any benefits to the relationship manager and its role?
				11.2 Are there any benefits for ABSA

				PFS to have a CRM strategy?
12. ABSA PFS uses relationship managers to maintain the relationship	3	50	<ul style="list-style-type: none"> Gordon(1998:16) 	12. ABSA PFS relationship managers are the ideal people to maintain the relationship-discuss the statement.
13. New economy leadership and customer relationship management(CRM)	3	50	<ul style="list-style-type: none"> Gordon (1998:16): Why the role of relationship managers are important. The role of managing a relationship includes; Responsibility of listening Integrating communications, Technologies, people and processes Value creation 	13. 1 New economy leadership impacts on customer relationship management/manage rs-discuss statement. 13.2 Is it a positive or negative impact?
	3	49	<ul style="list-style-type: none"> Grönroos (2000:38) 	
	4	56,57	<ul style="list-style-type: none"> Zeithaml and Bitner (2003:49-50) 	
	4	57-59	<ul style="list-style-type: none"> Gordon (1998:24) 	
	4	57	<ul style="list-style-type: none"> Nasser et al. (1993:135) 	
	4	58,59	<ul style="list-style-type: none"> Gordon (1998:56-58) 	
	4	60	<ul style="list-style-type: none"> Gordon (1998:30-31) 	
14. Definition: Relationship marketing	4	54	<ul style="list-style-type: none"> Grönroos (2000:39) 	14. Define relationship marketing.
	4	54	<ul style="list-style-type: none"> Gordon (1998:9) 	
15. Transaction vs relationship marketing	4	55	Grönroos (2000:25-26)	15. 1What is the difference between transaction and relationship marketing? 15.2 Which approach does ABSA PFS takes, a transaction marketing or relationship marketing approach? 15.3 Which approach do you think

				integrates with ABSA PFS vision and value proposition? Give reasons and examples to clarify answer.
16. Goal of relationship marketing	4	56	Christopher, Payne and Ballantyne (2002:5): Maximising lifetime value of a customer.	16.1 What is the main goal that ABSA PFS want to achieve with relationship marketing? 16.2 Can relationship management (CRM) be seen as an integrated process of relationship marketing?
	4	56	<ul style="list-style-type: none"> Zeithaml and Bitner (2003:162): Lifetime revenue/profitability. Lifetime contributions for the company. 	
	4	54	<ul style="list-style-type: none"> Grönroos(2000:29): Relationship marketing, for the same reason as modern management principles, requires a process management approach 	
17. Components of relationship marketing	4	56	(Zeithaml&Bitner, 2003:49): Organisation culture	17.1 Comment on how ABSA PFS aligns the following components in its relationship marketing strategy <ul style="list-style-type: none"> • Organisation culture • Values and attitudes • Leadership • Structure • People • Process
	4	56	Values and attitudes	
	4	57	Gordon (1998:24): Leadership	
	4	58	Gordon (1998:25): Structure	
	4	58,59	Gordon, 1998:27: People	
	4	60	Gordon, 1998:31). Process	
18. New economy leadership and relationship marketing	2	19	Nasser and Visser (1993:7): New generation organisations	18. The objective of the new economy leadership organisation is also to create value for the customer. New economy or also called new generation organisations eradicate those activities, processes, procedures and people that do not create value for the customer. This
	2	24-31	Senge (1990:8): Transformation leadership.	
	2	23	<ul style="list-style-type: none"> Oosthuizen et al. (2004:9) Table 2.1: contrasting management paradigms 	
	2	26	<ul style="list-style-type: none"> Oosthuizen et al. (2004:9) Table 2.2: Characteristics of 2nd, 3rd and 4th Wave organisations 	
	4	29	<ul style="list-style-type: none"> Nel (ABSA 2004) Table 2.3: Old economy paradigms vs. new economy paradigms 	

	4	56	<ul style="list-style-type: none"> • Zeithaml & Bitner (2003:49): 	<p>implies that organisations that entrench new economy leadership principles are able to effect major changes in customer relationship management (CRM) and relationship marketing as are required to make it a leader in its field.</p> <p>18.1 Does ABSA PFS integrate new economy leadership principles with its relationship marketing strategies?</p> <p>18.2 What impact does new economy leadership have on relationship marketing?</p>
	4	56	<ul style="list-style-type: none"> • Organisation culture 	
	4	57	<ul style="list-style-type: none"> • Values and attitudes 	
	4	58	<ul style="list-style-type: none"> • Gordon (1998:24): Leadership 	
	4	58	Gordon (1998:25): Structure	
	4	58,59	Gordon (1998:27): People	
	4	60	Gordon (1998:31): Process	

