

# Standard Course Outline

**Title: Customer Relationship Management**

**I. General Information**

<b>Course Number</b>	GBA 604-605
<b>Title</b>	<u>Customer Relationship Management</u>
<b>Units</b>	4.0 credits
<b>Prerequisites</b>	MBA standing, basic Accounting, basic IS, basic Management, basic Marketing.
<b>Course Coordinator</b>	Professor Hieu Nguyen
<b>SCO Prepared by</b>	Professors Ping Lin, Ying Liu, Hieu Nguyen, Ted Teweles
<b>Date prepared/revised</b>	June 2010

**II. Catalog Description**

The course gives students comprehensive knowledge of Customer Relationship Management with respect to its role and significance in customer-centric organizations. Various issues concerning customer privacy, ethics, corporate culture, and human resource management are covered. Students will learn specific skills in each of the four disciplines involved (accounting, information system, management, and marketing) as they pertain to CRM formulation, implementation, evaluation, and control. Quantitative, technical, analytical, leadership, interpersonal, and communications skills will be taught and evaluated

### III. Curriculum Justifications

The curriculum is intended to give graduate students the necessary skill level to be able to:

- (1) analyze a given customer relationship management situation,
- (2) develop realistic and feasible CRM alternatives, and
- (3) suggest a specific course of action or strategy.

The course has four main components that would allow each individual's analytic talents to emerge: (1) self-reflection, (2) case analyses using HBR (Harvard Business School) cases or other equivalent level cases, (3) integrated group project, and (4) on-line discussion forum. Students are required to actively participate in in-class and on-line discussions, work in groups as well as individually, and build interpersonal, communication, and presentation skills that prepare them for future employment in a diverse business environment.

### IV. Course Objectives

#### Critical Thinking:

1. Students will understand the role and impact of CRM in organizations.
2. Students will learn how to build long-lasting, mutually beneficial relationships with customers.
3. Students will learn how to challenge assumptions, incorporate inputs from different perspectives.

#### Quantitative and Technical Skills:

1. Students will possess quantitative and technical skills enabling them to analyze, interpret, and use customer data effectively in building long-term profitable customer relationships.

#### Interpersonal, Leadership Skill and Team Skills:

1. Students will be able to demonstrate interpersonal communication, teamwork, and leadership skills to successfully perform their tasks in a diverse business environment.

#### Outline of Subject Matter

*See appendix*

### V. Methods of Instruction

The class will be taught using a variety of instructional methods, including, but not limited to, lectures, individual and group cases, online

discussion forum, individual assignments, and guest speakers.

The professors will use a variety of methods to evaluate the quality of student learning, including case rubrics, in-class and take-home examinations, and evaluation of in-class and on-line discussions.

**Main Textbook:**

**Cases:**

Harvard Business School cases, Ivey Business School cases, or other advanced level cases that focus on a business problem from multiple perspectives.

Customer Relationship Management Course Proposal

Week	Chapter	Discipline	Content	Assignment
1	1. Introduction to CRM;	MGMT	1. Definition of CRM; CRM theory; Benefits of CRM; Users of CRM; The roots of CRM; The barriers to successful implementation of CRM; The role of CRM in customer-centric organizations; Required organizational changes.	Participation in discussion forum
	2. Privacy & Ethics considerations	MKTG	2. Organizational privacy concerns; Current/pending areas of privacy legislation; Consumers rights to privacy; Roles of organizations in ethical issues; Global issues.	
2	3. CRM Cost and Benefit	ACCT	3.	Participation in

	4. CRM Information Systems	IS	4. SFA, Analytic CRM, Customer Service, Web as a new channel, real time CRM. <i>Case: Harrah's Entertainment Inc.: Real-Time CRM in a Service Supply Chain</i>	discussion forum
3	5. Corporate culture	MGMT	The relevance of business size, type, and culture with regards to CRM. Open-system theories.	Participation in discussion forum
	6. Sales strategy & CRM	MKTG	New sales models; CRM's role in the improvement of customer satisfaction and trust; Sales organizations' adoption of CRM.	
4	7. KPI	MGMT	<i>Ted</i>	Participation in discussion forum
	6. Sales strategy & CRM (cont.)	MKTG	Types of customer data to be collected; Channels of sales force communication; Tools for sales force automation (SFA); SFA applications in CRM systems. <i>Case: Hewlett-Packard--Computer Systems Organization: Selling to Enterprise Customers</i>	
5	8. Sales Management	MGMT	<i>Ted</i>	Participation in discussion forum
	9. Customer value & relationship management	MKTG	Customer value-based segmentation and relationship management. <i>Guest speaker</i>	
6	10. B2B	MGMT	<i>Ted</i>	Participation in discussion forum
	11. Marketing strategy & CRM	MKTG	Customer satisfaction, loyalty, retention, & profits; The CRM strategy cycle. <i>Case: Towngas: Achieving CA through CRM</i>	
7	12. Value Chain	MGMT	<i>Ted</i>	Participation in discussion forum
	13. CRM Evaluation	MKTG	Customer cycle measures; Company efficiency, effectiveness, & employee behavior measures; Customer Lifetime value & customer equity measures; Customer knowledge measures; Customer acquisition, satisfaction, & retention measures.	

			<i>Case: Customer Profitability and Customer Relationship Management at RBC Financial Group</i>	
8	EXAM	MGMT & MKTG	Take-home cases	
9	14. Cost estimation	ACCT	11. Cost behavior and cost-volume-profit analysis; Use of value streams and lean accounting for short-term planning; ABC-based CVP analysis.	Participation in discussion forum
	15. Analytic CRM	IS	Recency Frequency Monetary Analysis, Regression models. <i>Project: customer segmentation and response prediction.</i>	
10	16. Profit planning	ACCT	<i>Case: Prestige Telephone Co</i>	Participation in discussion forum
	17. Customer Intelligence	IS	Data warehouse, data mining and business intelligence. Database marketing	
11	18. Activity-based costing & customer profitability;	ACCT	12. Customer life-time value; Target costing; Life-cycle costing and strategic pricing decisions. <i>Case: Owens &amp; Minor, Inc. (A) or Kanthal (A)</i>	Participation in discussion forum
	19. CRM Models		Basket analysis, recommendation system, pricing. <i>Guest speaker</i>	
12	20. Pricing	ACCT		Participation in discussion forum
	21. Search Engine Marketing	IS	Search Engine Optimization, Google Adwords, customer forum. <i>Case: Air France Internet Marketing: Optimizing Google, Yahoo!, MSN, and Kayak Sponsored Search Solution</i>	
13	22. CRM-decision making	ACCT		Participation in discussion forum
	23. Social Media Marketing	IS	Facebook, Youtube, Yelp, Blog and Virtual world (Second Life)marketing <i>Case: Slanket: Responding to Snuggie's Market Entry</i>	
14	EXAMS	ACCT & IS	<i>In-class exams</i>	Self-reflections
15	Integrated case	All		
16	Integrated case	All		

## VI. Instructional Policy Requirements

The students are expected to comply with the universally accepted norms of considerate and courteous behavior, and with all University rules and policies found in the current [University Catalog](#), including the [Withdrawal Policy](#) and [Policy on Cheating and Plagiarism](#). It will be assumed that the students will adhere to the tenets of *academic integrity* as articulated in [Dean's Letter on Academic Integrity](#) throughout this course. Instructors may specify their own policies with regard to plagiarism, withdrawal, absences, etc. as long as these policies are consistent with the above mentioned University policies.

It is expected that all students to attend classes regularly and to be responsible from all materials covered in class, regardless of their attendance. Make-up exams are strongly discouraged and will only be given with documented proof of an excused absence. Acceptability of the excuse will be determined based on the appropriateness of the documents. It is important that the student provides all documentation without special prompting from the instructor. The student should give earliest possible notification of an anticipated excused absence. The students refer to [the specific university policy](#) on these issues.

Occasionally adjustments in the course assignments become necessary. The students should be notified about changes, if any, and, whenever possible, they should be consulted in advance about any changes.

**Students with Disabilities:** It is the responsibility of students with disabilities to inform me within the first two weeks of the semester of the need for reasonable accommodations of their disabilities. Students are advised to seek assistance from Disabled Student Services (DSS) on campus. As soon as the need for accommodation is determined by DSS and the need is communicated to me by DSS, reasonable accommodation will be made.