Course Syllabus and Schedule

Instructor: Antoinette Pinder-Darling

Course: Client Relationship Management: A Global Perspective   **Course ID/#:** CATS 403

Term: Spring Quarter 201535   **Email address:** ansy_pp@hotmail.com

Dates: January through April 2015   **Phone:** 215-895-0000

Day/Time: Online   **Credits:** 3.00

Prerequisites: CATS 302 - Customer Service Skills

Course Description: This course introduces the skills that facilitate and enhance client relationship management. Topics covered include building a trusting relationship, evaluating and managing expectations and needs, managing conflict, understanding the client's perspective, customer life cycle, consulting, serving public sector versus private sector clients, managing supplier/partner relationships through technology, ethical and global issues.

Student Learning Outcomes and Course Goals:

Upon successful completion of this course, candidates will be able to

a) Explain the meaning and purpose of customer relationship management and review ethical issues.

b) Discuss the benefits of, and the steps for, creating value for your customers and examine the customer life cycle.

c) Demonstrate the techniques for developing and managing customer relationships and differentiate between public- and private-sector clients.

d) Explain the basics of consultative selling and relationship marketing with an emphasis on the importance of understanding customer needs.

e) Examine customer, organization and quality programs that organizations can develop to create a more customer-centric organization.

f) Examine the notion of key account management and why it is emerging in today's global market.

g) Evaluate current issues, trends, technologies and practices in client relations management using modern Customer Relationship Systems.

Class Format:

Each one-week unit will consist of assigned readings, other assignments, online lectures, quizzes, instructor-led discussions, and in some cases, student-led discussions. Units will open on Tuesday and close the following Monday (**exception**: Unit 1 will open two days early on the first day of the term.)

Required texts:

Buttle, F. (2009). *Customer relationship management: Concepts and tools* (2nd ed.). Oxford, UK: Elsevier Butterworth-Heinemann.

Kumar, V., & Reinartz, W. (2012). *Customer relationship management: Concepts, strategy and tools* (2nd ed.). New York, NY: Springer Berlin Heidelberg.

Instructional Materials and References

Materials for the case study will be provided electronically by the instructor. Access to journal articles is accessible through the library.

Technical Requirements:

Students must meet the technical requirements described in student handbook.

E-mail and Web-based Communication

Official e-mail communications from the instructor to students will be sent to the student's official **University e-mail address**. The instructor will also communicate via the Announcements section and other features of the Blackboard system several times each week. For help with computer and e-mail accounts, go to Blackboard Technical Support. For help accessing Blackboard, contact eLearning technical support using the form found in the student handbook.

E-mailing your instructor should be limited to personal questions. All other course questions should be posted in the course discussion boards.

Assessment/Grading

Online quizzes…………………………………………..**10 points**
Mid-term exam…………………………………….........**25 points**
Final exam…………………………………………….....**25 points**
Class participation…………………………………….....**20 points**
Project………………………………………………...**20 points**

Grades will be assigned on the basis of total points earned:

90-100 points	**A**
80-89 points	**B**
70-79 points	**C**
60-69 points	**D**
Below 60	**F**

Account Plan Project:

Each student is required to develop an account plan and submit it to the class for discussion. The project work must be newly done for this class. A group work option may be offered at the discretion of the instructor.

Case Study

As the capstone for this course you will elaborate as to

1) Why the three pillars of CRM must be integrated, and why the process is a continuing journey of improvement.

OR

2) You are director of the corporate training department of a community college. Why would it be better for you to form "customer relationships" with your key corporate customers instead of simply sending out a catalog of your services to them each semester?

OR

3) Create an action plan to enhance global customer relationship management performance in European, Caribbean, Latin American, African and Asian companies or universities.

Level of Effort Required for Success:

To be successful in the course, students are expected, at minimum, to:

1. Keep up with weekly readings, quizzes and lectures
2. Turn in all assignments on time
3. Actively participate each week in online class discussions
4. Exhibit strong business writing skills

(Depending on the individual student's background and learning characteristics, each student should expect to spend 7 – 10 years per week on this class.)

Penalties for Late Work:

Quizzes not completed by the deadline established by the instructor will receive a grade of zero. Other late work will be penalized 10% per day late. The instructor reserves the right to modify makeup assignments and assessments relative to the version that was given to the rest of the class.

Class Discussion/Effort:

- **Full Credit** – Consistently provides meaningful contribution to class discussions. Post messages early enough in the unit for other students to respond.

- **Half Credit** – Only occasionally provides meaningful contribution to class discussions and/or posts contributions so late in unit that other students do not have a chance to respond.

- **No Credit** – Rarely or never provides meaningful contribution to class discussions.

Posting of Grades and Grade disputes

Grades will be made available to students within one week of completion of each graded activity. Any dispute about the grading of an activity must be communicated to the instructor in specific detail within one week of the posting of the grade for that activity.

Academic Honesty Policy:

Please read, understand, and follow the "Academic Honesty Policy" as written in the Official Student Handbook.

Students with Disabilities:

Students with documented disabilities who need course accommodations, have emergency medical information or require special arrangements should contact the instructor within the first two weeks of class. Verification of any special arrangements needs to be made through the Office of Equality and Disability. Students with a disability requiring a special accommodation should notify the instructor and the Office of Equality and Disability as soon as possible.

Changes to syllabus: Modifications to this syllabus may be made during the course. Students will be notified of any changes.

Weekly Instructional Procedures

Week	Topic	Student Learning Outcomes	Reading	Discussion/Quiz	Due Date
1	Course Introduction and Overview – Customer Relation Management/ Understanding Relationships	A	Chapter 1 – 2	Participate in class discussion and complete quiz	Jan 3- 12
2	Planning and implementing CRM projects / Developing a customer-related database	D	Chapter 3-4	Participate in class discussion and complete quiz	Jan 13-19
3	Customer portfolio management/Customer Experience	C	Chapter 5-6	Participate in class discussion and complete quiz	Jan 20-26
4	Creating value for customers/Customer lifecycle: acquisition, retention and	B	Chapter 7-9	Participate in class discussion and complete quiz	Jan 27-Feb 2

	development				
5	**Mid-term examination (Case study questions)**				Feb 3- 9
6	**Submit concept for Account Plan project**	C		Participate in class discussion and complete quiz	Feb 10-16
7	Managing networks for CRM performance	G	Chapter 10	Participate in class discussion and complete quiz	Feb 17-23
8	Managing supplier and partner relationships/Investor and employee relationships	F	Chapter 11-12	Participate in class discussion and complete quiz **Group A Acct. Plan drafts due**	Feb 24-Mar 2
9	Information Technology for CRM and Data Mining	G	Chapter 13	Participate in class discussion and complete quiz Group A final Acct. plans due **Group B acct. plan drafts due**	Mar 3- 9
10	Sales-force & Marketing automation	E	Chapter 14-15	Participate in class discussion and complete quiz Group B acct. plans due **Group C acct. plan drafts due**	Mar 10-16
11	Service automation	E	Chapter 16	Participate in class discussion and complete quiz Group C final acct. plan due	Mar 17-23
12	**Account Plan Presentation**			**Groups A, B and C**	Mar 24-30
13	Global CRM and Analytical CRM	F		Global case study	Mar 31- Apr 6

14	Organizational issues and customer relationship management	A, E, G	Chapter 17	Participate in class discussion and complete quiz	Apr 7-13
15	**Final Examination (Problem questions)**				April 14-20

BIBLIOGRAPHY/READING LISTS

Supplementary textbooks

Cheverton, P. (2012). *Key account management: Tools and techniques for achieving profitable key supplier status.* Great Britain, UK: Kogan Page Limited.

Dyche, J. (2002). *The CRM handbook: A business guide to customer relationship management*. Boston, MA: Addison Wesley.

Lucas, R. W. (2012). *Customer service: Skills for success* (5ᵗʰ ed.). New York, NY: McGraw-Hill.

River, C. (2011). *Customer relationship management: The how-to guide.* U.S.A: VOOK.

Rutigliano, T., & Brim, B. (2010). *Strengths-based selling: Based on decades of Gallup's Research into high performing sales people*. New York, NY: Gallup Press.

Journal Articles

* Arman, S. M. (2014). Integrated model of social media and customer relationship management: A literature review. *International Journal of Information, Business & Management*, *6*(3), 118-131.

* Braganza, A., Stebbings, H., & Ngosi, T. (2013). The case of customer recruitment processes: Dynamic evolution of customer relationship management resource networks. *Journal of Marketing Management*, *29*(3/4), 439-466. doi:10.1080/0267257X.2012.737818

* Bull, C., & Adam, A. (2011). Virtue ethics and customer relationship management: towards a more holistic approach for the development of 'best practice'. *Business Ethics: A European Review*, *20*(2), 121-130. doi:10.1111/j.1467-8608.2011.01613.x

* Chand, A., Sharma, V. K., & Uddin, M. (2010). Customer relationship management: the success mantra of present generation marketers. *Pranjana: The Journal of Management Awareness*, *13*(1), 105-113.

* Chun-Hsien, S., Tsai, A., & Chu-Ling, H. (2010). The TQM extension: Total customer relationship management. *Total Quality Management & Business Excellence*, *21*(1), 79-92. doi:10.1080/14783360903492678

* Cosmin, T., Valentin, N. C., & Oana, N. (2014). Using the new technologies of social media in the implementation of a customer relationship management system. *Studies in Business & Economics*, *9*(2), 117-127.

* Fragouli, E., & Noutrixa, A. (2014). Application of electronic customer relationship management (e-CRM) for promoting products and services in a local context: Exploration of a case. *International Journal of Information, Business & Management*, *6*(4), 11-25.

* Graf, M., Schlegelmilch, B. B., Mudambi, S. M., & Tallman, S. (2013). Outsourcing of customer relationship management: implications for customer satisfaction. *Journal of Strategic Marketing*, *21*(1), 68-81. doi:10.1080/0965254X.2012.734844

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* Mandic, M. (2011). Important elements in customer relationship management. *International Journal of Management Cases*, *13*(3), 347-351.

* Meadows, M., & Dibb, S. (2012). Progress in customer relationship management adoption: a cross-sector study. *Journal of Strategic Marketing*, *20*(4), 323-344. doi:10.1080/0965254X.2012.671337

* Proctor, T. (2010). Internal marketing and its basis for sound customer relationship management. *Journal of Management & Marketing in Healthcare*, *3*(4), 256-263. doi:10.1179/175330310X12918040319658

* Reimann, M., Schilke, O., & Thomas, J. (2010). Customer relationship management and firm performance: the mediating role of business strategy. *Journal of the Academy of Marketing Science*, *38*(3), 326-346. doi:10.1007/s11747-009-0164-y

* S. B., P., & Bala, E. S. (2014). Role of information technology in effective implementation of customer relationship management. *Journal of Marketing & Communication*, *9*(3), 50-55.

* Shang, S. C., & Shu Fang, L. (2010). People-driven processes in customer relationship management. *Service Industries Journal*, *30*(14), 2441-2456. doi:10.1080/02642060802712780

* Shannahan, K. J., Shannahan, R. J., & Alexandrov, A. (2010). Strategic orientation and customer relationship management: A contingency framework of CRM Success. *Journal of Comparative International Management*, *13*(1), 1-12.

Global contexts

*Agbaje Yinusa, T. (2014). Customer relationship management and customer loyalty in Nigerian telecommunication industry. *Journal of Business & Retail Management Research*, *8*(2), 1-7.

* Chao-Hsiung, L., Shaio Yan, H., Barnes, F. B., & Li, K. (2010). Business performance and customer relationship management: The effect of IT, organisational contingency and business process on Taiwanese manufacturers. *Total Quality Management & Business Excellence*, *21*(1), 43-65. doi:10.1080/14783360903492595

* Darvish, H., Kafashzadeh, A. R., & Ahmadnia, H. (2012). Studying the customer relationship management: A case study at Persian technology firm. *Economic Insights - Trends & Challenges*, *64*(3), 1-18.

* Karazijiene, Z., & Saboniene, A. (2013). Customer relationship management systems' prevalence in Lithuanian business. *Economics & Management*, *18*(1), 49-57. doi:10.5755/j01.em.18.1.4393

* Kaur, N. (2013). Customer relationship management in Indian banking sector. *BVIMR Management Edge*, *6*(2), 33-43.

* Kumar, V., Sunder, S., & Ramaseshan, B. (2011). Analyzing the diffusion of global customer relationship management: A cross-regional modeling framework. *Journal of International Marketing*, *19*(1), 23-39. doi:10.1509/jimk.19.1.23

* Ricardo Salazar Valentim, C., Alberto Velloso Saldanha, J., & Ferasso, M. (2011). Consumer behavior and customer relationship management: understanding the mind of the consumer as priority in orienting organizational longevity. *Asia Pacific Journal of Research in Business Management*, *2*(6), 293-297.

Websites

NetSuite. (2014). *What is CRM?* Retrieved from
http://www.netsuite.com/portal/resource/articles/crm/what-is-crm.shtml

Customer Relationship Management: A global perspective (Book chapter)

http://www.ashgate.com/pdf/SamplePages/Customer_Relationship_Management_Ch1.pdf

CRM Tools

http://www.softwareadvice.com/crm/

(Some of the **efficient tools** used in most of the renowned organization are BatchBook, Salesforce, Buzzstream, Sugar CRM etc.)

YouTube Videos

What is CRM?

https://www.youtube.com/watch?v=kcytKDC0kgY&list=PLAAB6D8CDEB168346

https://www.youtube.com/watch?v=BMtv6sbmdLc

Why CRM fails, and how to fix it?

https://www.youtube.com/watch?v=7ckhg24J6LU

11 steps to prepare for CRM

https://www.youtube.com/watch?v=fyuxxCNK7xw