



INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR

Post Graduate Diploma in Management (PGDM)

CUSTOMER RELATIONSHIP MANAGEMENT (MK615)

Credit: Full (Three credits)

Session Duration: 60 Minutes

Term – V

ACADEMIC YEAR: 2019-2020

PGDM-2018-2020

Course Instructor	Dr. Niraj Vishvakarma/ Dr. Pravesh Kumar Padamwar
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Consulting hours	3:30 pm to 5:30 pm (subject to availability)

Course Introduction:

The impact of Customer Relationship Management (CRM) on the marketplace has been phenomenal. It has shifted the strategic paradigm from mere customer acquisition towards customer acquisition and retention. Technology as an enabler has contributed towards enriching the customer experience at every touchpoint leading to greater customer value creation. CRM has emerged as a business strategy that needs to be effectively executed through seamless integration of business process and technology management capabilities by the employees of the organization to best match the organization's customer interaction goals. The adoption and application of CRM across B2C sectors (e.g. Banking, Telecom, Retailing, Hospitality, Automobile), and B2B sectors (e.g. consulting, OEMs) makes awareness of the tools and techniques of CRM a must-have for every marketing professional.

Learning Outcomes:

#	Learning Outcomes
LO1	To conceptualize the philosophy and concept of customer relationships.
LO2	To understand the framework of CRM practice and its elements.
LO3	To select appropriate customers for acquisition and retention for long term profitability.
LO4	To understand customer loyalty and its practice in modern organizations.
LO5	To evaluate and select the technology appropriate for CRM.
LO6	To lead CRM implementation and create organization and processes for it.

Pedagogy:

The teaching methodology will be an optimum amalgamation of class-room teaching and case discussions. Additional reading material will be provided for broadening the horizons of knowledge. Students are also advised to read articles and research papers from the various sources mentioned herein. This will enable students to draw in references from diverse range of sources and actively participate in class room discussions. The course also involves execution of projects by student groups.

Book:

Buttel, F. & Maklan, S. (2015). Customer Relationship Management: Concepts and Technologies, 3rd Ed. Routledge (FB&SM).

Kincaid, J. W. (2003). Customer Relationship Management: Getting it Right! Pearson Education (KWJ).

Additional reading:

Kumar, V., & Reinartz, W. (2018). Customer Relationship Management: Concept, Strategy, and Tools. Springer.

Evaluation criteria:

Evaluation Component	Learning Outcomes	Weightage
Quizzes	LO1, LO2, LO4, LO5	20 %
Term assignment/Project	LO2, LO3, LO4, LO5, LO6	20 %
Mid-term exam	LO2, LO3, LO4	30 %
End-term exam	LO2, LO3, LO4, LO5, LO6	30 %

Session plan:

#	Topic	Learning outcomes	Readings
1-4	Customers, Customer Relationship and the CRM Framework	LO1, LO2.	Textbook – FB&SM: Ch. 1-2 KWJ: Ch. 1-3. <i>Article-</i> Fred Reichheld, Phil Schefter, & Darrell K. Rigby, (2002) “Avoid the Four Perils of CRM” <i>Harvard Business Review</i> . Case analysis #1- Internet Customer Acquisition Strategy at Bankinter
5-8	Customer Lifecycle Management: Acquisition and Retention	LO1, LO3.	Textbook – FB&SM: Ch. 3-4. <i>Article-</i> Roland T. Rust, Valarie A. Zeithaml, & Katherine N. Lemon, (2004) “Customer-Centered Brand Management” <i>Harvard Business Review</i> . Case analysis #2- Cabo San Viejo: Rewarding Loyalty
9-10	Customer Loyalty	LO1, LO4.	Textbook – KWJ: Ch. 1. <i>Article-</i> , Fred Reichheld & Rob Markey (2011) “The Rules of Measurement: Understanding the Fundamentals of the Net Promoter Score (NPS)” <i>Harvard Business Review Press</i> .
11-15	Customer Lifecycle Management Development, Developing Customer Strategy for CRM	LO1, LO2, LO3, LO4.	Textbook – FB&SM: Ch. 5-7 KWJ: Ch. 5, 17. Case analysis #3- Chase Sapphire: Creating a Millennial Cult Brand
16-17	Making Sense of (Big) Data	LO5, LO6.	Textbook – FB&SM: Ch. 11 KWJ: Ch. 11. <i>Article-</i> , Ric Merrifield (2015) “The Internet of Things Is Changing How We Manage Customer Relationships” <i>Harvard Business Review Press</i> .

18-20	Acquiring (Big) Data	LO5, LO6.	Textbook – FB&SM: Ch. 11 KWJ: Ch. 11. <i>Article-</i> , V Kumar, Rajkumar Venkatesan, Werner Reinartz (2006) “Knowing What to Sell, When, and to Whom” <i>Harvard Business Review Press</i> .
21-24	Analytics for CRM Strategy and tactics	LO5, LO6.	Textbook – FB&SM: Ch.12. <i>Case analysis #4-</i> Kaya Skin Clinic: Creating a Sustainable Competitive Advantage with Customers
25-28	e- CRM and Concepts to manage stakeholder level relationships	LO5, LO6.	Textbook –KWJ: Ch.4. <i>Case analysis #5-</i> Hilton Hotels: Brand Differentiation through Customer Relationship Management
29-30	CRM Planning & Implementation Strategies	LO5, LO6.	Textbook – FB&SM: Ch. 13-14KWJ: Ch.15.
31-32	Project presentation: CRM frameworks in Indi		

Academic integrity:

Plagiarism- We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one’s own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.