



APPLIES TO ACADEMIC YEAR 2010/2011

GRA 6417 Customer Relationship Management

Programme

Master of Science in Business and Economics, Master of Science in Business and Economics (Marketing), Master of Science in Strategic Marketing Management, Specialization Course

Responsible for the course

Department

Department of Marketing

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

Customer relationship management (CRM) is about developing a customer centric organization that optimizes its customer strategy in order to obtain profit and sustainable competitive advantage. The customer strategy defines objectives and strategic initiatives for protecting and developing the company's customer portfolio. Through better insight in how customer value is created and appreciated, companies learn to improve which customers to attract, how to attract them, retain them, and which customers to develop into more collaborative relationships. The portfolio of customers is managed through differentiated value creation (design) activities across customer segments, allocation of resources to the most potential customers, and through monitoring of behavior and learning about customers and segments. Utilizing customer data and information is a key element in customer relationship programs. Most marketers understand the value of collecting customer data, but also realize the challenges of leveraging this knowledge to create a more valuable customer portfolio.

Learning outcome

The objective of the course is to learn how businesses can gain competitive advantage and improve financial performance through crafting and implementing better customer strategies.

Skill objectives:

Craft effective customer strategies based on an analytical and principal (theoretical) approach

Knowledge objectives:

Customer portfolio
The role of CRM technologies
Satisfaction and loyalty
Customer segmentation
Loyalty programs
Differentiated and automated customer service
Differentiated and automated customer communication
Customer centric organization

Attitude objectives:

Understanding and respect for the challenges in developing customer strategy
Customer privacy

Prerequisites

Introductory Marketing Management

Compulsory reading

Other:

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

Scientific and practical oriented articles will constitute the curriculum for the course. In addition there will be a number of cases of the HBS type. A list of compulsory readings will be provided on

It's learning or in class.

Recommended reading

Books:

Berry, Michael. J. A. and Gordon Linoff. 2000. Mastering data mining : the art and science of customer relationship management. New York : John Wiley
Peppers, Don and Martha Rogers. 2004. Managing customer relationships : a strategic framework. Hoboken, New Jersey : John Wiley & Sons
Rust, Roland T., Katherine N. Lemon, Das Narayandas. 2004. Customer equity management. Upper Saddle River, N.J. : Pearson Education/Prentice Hall

Course outline

The class will be organized around discussing selected topics illustrated by theoretical articles and cases. The students are expected to be well prepared and highly involved in the discussions. Major topics to be covered include:

- Customer strategy
- Satisfaction and loyalty
- Customer insight and segmentation
- Loyalty programs
- Differentiated and automated customer service
- Differentiated and automated customer communication
- Implementing customer strategy and changing the organization
- Organizing and analyzing customer data

Computer-based tools

It's learning

Learning process and workload

A course of 6 ECTS credits corresponds to a workload of 160-180 hours.

The class will be organized around discussing selected topics illustrated by theoretical articles and cases. Students will present a 90% finished term paper at the end of the course.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class

Examination

Your course grade will be based on the following activities and weights:

- 50 % - Term Paper in a group of 1-3 students
- 30 % - Case write-ups (groups of 1-3 students)
- 20 % - Two hours written exam (individual)

All parts of the evaluation need to be passed in order to get a grade in the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course. You will find detailed information about the point system and the cut off points with reference to the letter grades on the course site in It's learning.

Examination code(s)

GRA 64174 accounts for 100% of the final grade in the course GRA 6417.

Examination support materials

A bilingual dictionary.

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

Re-sit examination

It is only possible to retake an examination when the course is next taught.
The assessment in some courses is based on more than one exam code.
Where this is the case, you may retake only the assessed components of one of these exam codes.
Where this is not the case, all of the assessed components of the course must be retaken.
All retaken examinations will incur an additional fee.

Additional information

Honor Code

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academic integrity. If you have any questions about your responsibilities under the honor code, please ask