



SYLLABUS

Customer Relationship Management Academic year 2025-2026

1. Information regarding the program

1.1. Higher education institution	Universitatea Babeș Bolyai
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field of study	Business Administration
1.5. Study cycle	Bachelor
1.6. Study programme/Qualification	Business Administration / Bachelor in Economic Studies
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline	Customer Relationship Management			Discipline code	ILE0027		
2.2. Course coordinator	Conf. Dr. Cristina FLEȘERIU						
2.3. Seminar coordinator	Conf. Dr. Cristina FLEȘERIU						
2.4. Year of study	3	2.5. Semester	II	2.6. Type of evaluation	E	2.7. Discipline regime	Required

3. Total estimated time (hours/semester of didactic activities)

3.1. Hours per week	4	of which: 3.2 course	2	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	48	of which: 3.5 course	24	3.6 seminar/laboratory	24
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					24
Additional documentation (in libraries, on electronic platforms, field documentation)					15
Preparation for seminars/labs, homework, papers, portfolios and essays					24
Tutorship					2
Evaluations					2
Other activities:					10
3.7. Total individual study hours					77
3.8. Total hours per semester					125
3.9. Number of ECTS credits					5

4. Prerequisites (if necessary)

4.1. curriculum	
4.2. competencies	

5. Conditions (if necessary)

5.1. for the course	Classroom equipped with computer and projector
5.2. for the seminar /lab activities	Classroom equipped with computer and projector



6.1. Specific competencies acquired

Professional/essential competencies	<ul style="list-style-type: none">• C1.2. Explaining and interpreting the relationship of economic influence exerted by the external environment on the enterprise/ organization;• C3.3. Applying the appropriate tools for analyzing the relationship of influence exerted by the external environment on the company/organization
Transversal competencies	<ul style="list-style-type: none">• CT1 - Applying the principles, norms and values of professional ethics in the framework of one's own rigorous, efficient and responsible work strategy

6.2. Learning outcomes

Knowledge	<p>The student has knowledge of micro- and macro- marketing elements.</p> <ul style="list-style-type: none">• The student will know how to analyze customer needs and expectations regarding a product or service to identify and resolve potential inconsistencies and disagreements among stakeholders.
Skills	<p>The student demonstrates having the ability to identify and analyse the elements of the micro- and macro-marketing environment.</p> <ul style="list-style-type: none">• The student will be able to collect data and statistics for testing and evaluation to generate statements and pattern predictions, aiming to uncover useful insights for decision-making.
Responsibility and autonomy:	<p>The student is able to make decisions according to their position and to take responsibility towards higher hierarchical levels.</p> <ul style="list-style-type: none">• The student will independently use dedicated software for data analysis, including statistics, spreadsheets, and databases, exploring available options to create reports clients.



7. Objectives of the discipline (outcome of the acquired competencies)

7.1 General objective of the discipline	<ul style="list-style-type: none"> the students must assume the Customer Relationship Management concept and the fundamental elements about the CRM theory and practice
7.2 Specific objective of the discipline	<ul style="list-style-type: none"> to know the identification, targeting and consumer segmentation methods and techniques to know the methods used to create value added for the client to study the approach and the communication methods used with clients

8. Content

8.1 Course	Teaching methods	Remarks
Discipline presentation and the requirements for the students, Introduction about customer relationship management	Interactive exposure, multimedia, exemplification	1 lecture
CRM definition, appearance, development stages	Interactive exposure, multimedia, exemplification	1 lecture
CRM levels, misunderstandings about CRM, customer satisfaction and loyalty and business performance	Interactive exposure, multimedia, exemplification	1 lecture
The 4 C's, Types of clients, company's profile based on customer service and sales profile	Interactive exposure, multimedia, exemplification	2 lectures
Transactional marketing and relationship marketing, 6 Markets Model in Relationship Marketing and internal marketing	Interactive exposure, multimedia, exemplification	1 lecture
Customer segmentation, segmentation models	Interactive exposure, multimedia, exemplification	2 lectures
Categorizing customers by their needs, customer portfolio	Interactive exposure, multimedia, exemplification	1 lecture
Customer approach	Interactive exposure, multimedia, exemplification	1 lecture
Methods used to create the value proposition	Interactive exposure, multimedia, exemplification	1 lecture
CRM value chain, conventional CRM structures, how to keep key accounts and how to get rid of unwanted clients	Interactive exposure, multimedia, exemplification	1 lecture
Bibliography 1. Buttle, F. & Maklan S. (2019), Customer Relationship Management. Concepts and Technologies, 4-th edition, Routledge, Oxford. 2. Peppers, D. & Rogers M. (2011), Managing Customer Relationships. A Strategic Framework, Second Edition, John Wiley & Sons, Inc., New Jersey. 3. Kumar V. & Reinartz W. (2018), Customer Relationship Management: Concept, Strategy, and Tools, 3-rd edition, Springer, Berlin. 4. Specchia, A. (2022), Customer Relationship Management (CRM) for Medium and Small Enterprises. How to Find the Right Solution for Effectively Connecting with Your Customers, Routledge, New York.		
8.2 Seminar / laboratory	Metode de predare	Observații
Discipline presentation and the requirements for the students from course and seminar activities, responsibilities during the semester	Presentation	1 seminar
The importance of CRM: General Motors and Nissan, Xerox Copiers, Tourism in the late URSS, An American carpet company, British airlines	Case studies, group discussions	1 seminar
CRM level – customer centricity	Case study	1 seminar



Exchange relationship with external and internal clients, approach of internal and external clients based on a product/ service	Practical applications, group discussions	1 seminar
The importance of customer service at enterprise Rent-A-Car	Case study	1 seminar
The 4C's and types of customers	Practical applications, group discussions	1 seminar
Relationship marketing – importance, Improvement of internal marketing, Hotel Dourmouse	Practical applications, case studies, group discussions	1 seminar
A usual conversation, The Swiss commercial, customer segments, segmentation models (RFM model and CLV)	Practical applications, case studies, group discussions	2 seminars
Customer approach, The Snack war, Lastminute.com, presenting the product/ service benefits as an approach technique	Exemplification, case studies, group discussions	2 seminars
Delivering superior services – the case of TNT	Case study	1 seminar
Bibliography		
1. Buttle, F. & Maklan S. (2019), Customer Relationship Management. Concepts and Technologies, 4-th edition, Routledge, Oxford.		
2. Peppers, D. & Rogers M. (2011), Managing Customer Relationships. A Strategic Framework, Second Edition, John Wiley & Sons, Inc., New Jersey.		
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9. Corroborating the content of the discipline with the expectations of the epistemic community, professional associations and representative employers within the field of the program

The topics covered are similar to those addressed in other prestigious universities at home and abroad. In order to adapt the content the discipline to the labor, meetings were held with representatives from the business community.

10. Evaluation

- The same evaluation criteria are maintained for all exams sessions. The components of the evaluation process carried out during the semester cannot be recovered/redone in the examination sessions.
- To be able to accumulate the points obtained during the semester, it is mandatory to obtain a minimum of 5 (five) in the final exam (written/oral).

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	<ul style="list-style-type: none"> • understanding and leaning the specialized concepts • correct use of specialized knowledge • consistency logical thinking • correlation between concepts 	Final exam – written, during the examination sessions	60%
10.5 Seminar/laboratory	<ul style="list-style-type: none"> • ability to apply the learned concepts • creativity • ability to resolve case studies and/ or applications 	Portfolio with applications and case studies - during the semester, can not be redone during the examination sessions	40%
10.6 Minimum standard of performance			
<ul style="list-style-type: none"> • knowing the fundamental concepts who were taught; • appropriate use and application of specialized concepts. 			

11. Labels ODD (Sustainable Development Goals)¹

							

¹ Keep only the labels that, according to the [Procedure for applying ODD labels in the academic process](#), suit the discipline and delete the others, including the general one for Sustainable Development – if not applicable. If no label describes the discipline, delete them all and write „Not applicable.”.



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Date:
23.05.2025

Signature of course coordinator
Conf. univ. Dr. Cristina Fleșeriu

Signature of seminar coordinator
Conf. univ. Dr. Cristina Fleșeriu

Date of approval:
10.04.2025

Signature of the head of department
Conf. univ. dr. Marius Bota