



SYLLABUS
Customer Relationship Management
Academic year 2025-2026

1. Information regarding the program

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| 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 in Hospitality Services/Bachelor in Economic Studies |
| 1.7. Form of education | Full time |

2. Information regarding the discipline

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|-----------------------------|--|----------------------------------|-----------------------------|--|----|-------------------------|--|---------|------------------------|--|----------|
| 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)

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|---|----|----------------------|----|------------------------|--------------|
| 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) | | | | | 30 |
| Additional documentation (in libraries, on electronic platforms, field documentation) | | | | | 20 |
| Preparation for seminars/labs, homework, papers, portfolios and essays | | | | | 30 |
| Tutorship | | | | | 2 |
| Evaluations | | | | | 2 |
| Other activities: | | | | | 18 |
| 3.7. Total individual study hours | | | | | 102 |
| 3.8. Total hours per semester | | | | | 150 |
| 3.9. Number of ECTS credits | | | | | 6 |

4. Prerequisites (if necessary)

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| 4.1. curriculum | |
| 4.2. competencies | |

5. Conditions (if necessary)

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| 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

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| Professional/essential competencies | <ul style="list-style-type: none">• C3.1. Definition and characterization of customer relationship management methods and negotiation techniques• C3.4. Critical evaluation of relationship management activities with each customer or category of customers and the proposal of improvement solutions |
| 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

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|------------------------------|---|
| Knowledge | <p>The student demonstrates the possession of a set of general knowledge of how to manage human, material, and financial resources, as well as customer relations with companies operating in the hospitality industry.</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 is able to analyse the organisational environment and apply specific methods and techniques for the management of human, material, and financial resources, as well as of customer relationships with companies operating in the hospitality industry.</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)

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| 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 |



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|--|---|------------|
| 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. 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. | | |



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


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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.”.



UNIVERSITATEA BABEȘ-BOLYAI
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BABEȘ-BOLYAI UNIVERSITY
TRADITIO ET EXCELLENTIA

FACULTATEA DE
BUSINESS
IN PARTNERSHIP

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| | | 12 CONSUM SI PRODUCTIE RESPONSABILE  | | | | | 17 PARTENERIATE PENTRU REALIZAREA OBIECTIVELOR  | |
|--|--|---|--|--|--|--|---|--|

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