



COURSE DESCRIPTION
Customer Relationship Management
Academic year 2026-2027

1. Programme-related data

1.1. Higher Education Institution	Babeș-Bolyai University
1.2. Faculty	Business
1.3. Department	Hospitality Services
1.4. Field	Business Administration
1.5. Level of study	Bachelor
1.6. Degree programme / Qualification	Business Administration in Hospitality Services / 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			Codul disciplinei	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	2	2.6. Type of assessment	Exam
2.7. Course status	Compulsory			2.8. Course type	Specialisation subject

3. Total estimated time (hours per semester of teaching activities)

3.1. Number of hours per week	4	of which: 3.2. course	2	3.3. seminar/ laboratory/ project	2
3.4. Total of hours in the curriculum	48	of which: 3.5. course	24	3.6. seminar/ laboratory	24
Time allocation for individual study (IS) and self-taught activities (ST)					hours
Learning from textbooks, course materials, bibliography, and notes (IS)					24
Additional research in the library, on subject-specific electronic platforms, and on-site					15
Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays					24
Tutoring (professional guidance)					2
Examinations					2
Other activities					10
3.7. Total hours of individual study (IS) and self-taught activities (ST)				77	
3.8. Total hours per semester				125	
3.9. Number of credits				5	

4. Prerequisites (where applicable)

4.1. curriculum-related	
4.2. skills-related	

5. Specific conditions (where applicable)

5.1. course-related	Classroom equipped with computer and projector
5.2. seminar/laboratory-related	Classroom equipped with computer and projector

6.1. Competencies resulting from the completion of the degree programme

Professional competencies	
Competency code	Competency
PC3	Negotiating contract clauses and managing the relationships with clients and suppliers.
Transversal competencies	
Competency code	Competency
TC1	Implementing ethical principles, norms and values within one's own rigorous, efficient, and responsible strategy of work.

6.2. Learning outcomes relevant to the degree programme

Learning outcomes targeted by the subject		
Competency code	Knowledge and comprehension	Specific academic skills
PC3 TC1	The graduate 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.	The graduate 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.

7. Subject-specific learning outcomes

Knowledge and understanding
1. The graduate explains the concepts, objectives, and development stages of Customer Relationship Management (CRM) and their role in enhancing organizational performance.
2. The graduate describes the relationship between customer satisfaction, customer loyalty, customer retention, and long-term business success.
3. The graduate understands the principles and models used for customer segmentation, customer portfolio management, and customer value assessment.
4. The graduate explains the role of customer service, relationship marketing, and value creation in building and maintaining profitable customer relationships.
Specific academic skills
1. The graduate analyzes customer characteristics, needs, and behaviors in order to identify appropriate relationship management strategies.
2. The graduate applies CRM concepts and tools to evaluate customer interactions and improve customer satisfaction and loyalty.
3. The graduate develops solutions for customer acquisition, retention, and relationship development based on customer value and organizational objectives.
4. The graduate evaluates customer relationship management practices through case studies and proposes improvements to customer service and relationship-building activities.

8. Contents

8.1. Course	Teaching and learning 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		
- Buttle, F. & Maklan S. (2019), Customer Relationship Management. Concepts and Technologies, 4-th edition, Routledge, Oxford. - Peppers, D. & Rogers M. (2011), Managing Customer Relationships. A Strategic Framework, Second Edition, John Wiley & Sons, Inc., New Jersey. - Kumar V. & Reinartz W. (2018), Customer Relationship Management: Concept, Strategy, and Tools, 3-rd edition, Springer, Berlin. - 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	Teaching and learning methods	Remarks
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

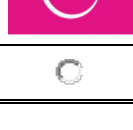
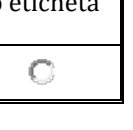
1. Buttle, F. & Maklan S. (2019), Customer Relationship Management. Concepts and Technologies, 4-th edition, Routledge, Oxford.
2. Peppers, D. & Rogers M. (2011), Managing Customer Relationships. A Strategic Framework, Second Edition, John Wiley & Sons, Inc., New Jersey.
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9. 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).

Type of activity	9.1 Evaluation criteria	9.2 Evaluation methods	9.3 Percentage in the final grade
9.4. Course	• 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%
9.5. Seminar/ laboratory	• 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%
9.6 Minimum standard for passing			
• knowing the fundamental concepts who were taught; • appropriate use and application of specialized concepts.			

10. SDG labels (Sustainable Development Goals)¹

		Sustainable Development Generic Label						
								
								Nu se aplică nici o etichetă
								

Date of entry:

22.05.26

Signature of course coordinator

Conf. univ. Dr. Cristina Fleșeriu

Signature of seminar coordinator

Conf. univ. Dr. Cristina Fleșeriu

Date of approval in the department:

27.05.26

Signature of the head of department

Assoc. Prof. Marius BOTA, PhD

¹ Select a single label which, according to the [Implementation of SDG labels in the academic process](#), best matches the subject. If the subject addresses sustainable development in a generic manner (i.e. by presenting/introducing the general framework of sustainable development, etc.), then the Sustainable Development generic label may be applied. If none of the labels describe the subject, select the last option: "No label applies."