

COMGE06 – Customer Relationship Management

Master of Commerce Generic Elective Course: Customer Relationship Management

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
COMGE06	Customer Relationship Management	3	1	0	4	NIL

Objective: This course aims to develop strategic, analytical, and technological capabilities in managing customer relationships by leveraging data, CRM platforms, and ethical practices to drive long-term customer value, loyalty, and engagement across diverse business contexts.

Learning Outcomes: On completion of this course, the student should be able to:

- explain the strategic role of CRM in customer acquisition, retention, and value creation by applying concepts like customer lifetime value (CLV) and customer equity
- segment customer data using analytical models and evaluate CRM technologies to support data-driven decision-making.
- design and assess omnichannel CRM strategies that align with different stages of the customer journey across B2C and B2B settings.
- develop CRM performance dashboards using KPIs (e.g., NPS, retention rate) and propose tech-enabled, ethically sound strategies for long-term CRM innovation.

Contents:

Unit I (12 hours)

Evolution of CRM: From Transactional to Relationship Marketing; Types of CRM; Operational, Analytical, Collaborative; Customer Acquisition vs Retention Economics; Strategic CRM: Building Relationships that Deliver Value; Customer Lifetime Value (CLV) and Customer Equity; Organizational Alignment and CRM Strategy Integration

Unit II (11 hours)

Mapping the End-to-End Customer Journey; Designing Omnichannel CRM Programs (Web, Mobile, Store, Call Center); Designing Loyalty Programs for Engagement and Advocacy; CRM in B2B vs B2C Contexts ; CRM in Services, Retail, and e-Commerce ;Integrating CRM with Customer Experience Management (CEM)

Unit III

(10 hours)

CRM Performance Metrics: Retention, Churn, NPS, ROI; CRM's Role in Customer-Centric Business Models; Digital CRM Trends: Blockchain, Web3, Metaverse Experiences; CRM and Sustainability: Ethical Relationship Marketing; Strategic Failures and Turnarounds in CRM; The Future of CRM: Hyperpersonalization, Real-time CRM, Voice AI

Unit IV

(12 hours)

Data-Driven CRM; Segmentation Models: RFM, Demographic, Behavioral, LTV; Predictive Analytics for Churn and Retention; CRM Dashboards and KPIs; Data Ethics, Consent Management, and Privacy (GDPR, India DPDP Bill)

Tutorial Exercise: Choose a real Indian brand and perform a CRM audit. Identify strengths and gaps across acquisition, retention, technology use, and personalization. Then, propose a redesigned CRM roadmap with touchpoint interventions, KPIs, and AI-driven improvements.

Suggested Readings:

- Peppers, D. & Rogers, M. (2016). *Managing Customer Relationships: A Strategic Framework*. Wiley.
- Kumar, V. & Reinartz, W. (2016). *Creating Enduring Customer Value*. Journal of Marketing, 80(6), 36–68.
- Rust, R. T., & Huang, M. H. (2021). *The AI Marketing Canvas*. Stanford University Press.
- Lemon, K. N., & Verhoef, P. C. (2016). *Understanding Customer Experience Throughout the Customer Journey*. Journal of Marketing, 80(6), 69–96.
- Zeithaml, V., Bitner, M. J., & Gremler, D. (2020). *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw-Hill.
- Payne, A., Frow, P., & Eggert, A. (2017). *The Customer Value Proposition: Evolution, Development, and Application in Marketing*. Journal of the Academy of Marketing Science, 45(4), 467–489.
- Kumar, V. (2018). *Transformative Marketing: The Next 20 Years*. Journal of Marketing, 82(4), 1–12.
- Rigby, D. K., Reichheld, F. F., & Schefter, P. (2002). *Avoid the Four Perils of CRM*. HBR.
- Shaw, R. (2020). *Measuring and Valuing Customer Relationships*. Routledge.
- Sahni, D., & Kapur, S. (2019). *Customer Experience Management in the Indian Context: Insights and Case Studies*. New Delhi: Sage Publications.