

Curriculum Proposal Signature Sheet

An MBA Elective Course: MKT 5XX Customer Relationship Management
TITLE OF PROPOSAL

Type of Proposal

Program

- New
- Changes within Major
- Changes within Cognate *
- Changes in Minor or Track
- Changes in Concentration*
- Program Deletion

Course

- New
- Changes in Course taken only by Majors
- Changes in Course required of Non-Majors*
- Changes in Course open to Non-Majors
- Deletion of Course taken only by Majors
- Deletion of Course required of Non-Majors*
- Deletion of Course open to Non-Majors

Management/Marketing Review and Approval 3/31/09
SPONSORING DEPARTMENT(S) DATE(S)

Signature of Sponsoring Chair(s)/Date Delia A Sunwall Mar. 31, 2009

* For starred items Chairs of affected Departments/Programs must sign below before Dean's review

Dean's Preliminary Review Proposal: Complete
 Satisfies U of S Curricular Requirements
 Consistent with College Goals/Mission

Additional preliminary comments below

Dean's Signature/Date [Signature] 3/31/09
 CAS CPS SOM GRAD DHC

Preliminary FSCC Disposition:

- Committee recommends approval (*new program proposals require a Recommendation from the full Senate*)
- Proposal will require minimal review: Anticipated FS Meeting Date: _____
- Proposal will require significant review: Anticipated FS Meeting Date: _____

FSCC Chair Signature/Date _____

Issues: _____

Additional Signatures		
<u>graduate program committee</u> <small>Department</small>	<u>[Signature]</u> <small>Signature</small>	<u>3/31/09</u> <small>Date</small>
_____ <small>Department</small>	_____ <small>Signature</small>	_____ <small>Date</small>
_____ <small>Department</small>	_____ <small>Signature</small>	_____ <small>Date</small>

New Course

Course Title: Customer Relationship Management

Course Number: MKT 5XX **Date Of Initial Offering:** Spring 2009
Semester year

Rationale for Course level

The course will be taught on-line. "Customer Relationship Management (CRM)" is a strong elective relevant to the current business environment that puts a premium on customer satisfaction and retention. Real world CRM activities often happen in interactions in a virtual environment of stored information, distributed access, and real time and asynchronous interaction involving groups via chat, e-mail and threaded discussions as in the web-based class. This is an opportunity to learn about the theory and practice while using the same environment and toolkits in which the practice will eventually take place. Further, a component of this class will be involving basic configuration and implementation of CRM systems in the SAP environment, which is a industry standard.

This course in CRM addresses the lack of web-based elective courses in marketing in the MBA program.

Credit Hours: **Format:** lecture lab other: Online

Frequency: annual each semester alternate years

Prerequisites: MKT 506

Rationale for pre-requisites (if pre-requisites are listed)

The student must be familiar with the concepts and practice of Marketing Management in order to be able to understand, develop and implement Customer Relationship Management strategies.

Catalog Description (50 word maximum)

The course focuses on a enterprise wide strategy to create a successful customer relationship management program and maintain it on an ongoing basis, by utilizing systems, tools, and techniques that develop a shared view of the customer throughout the enterprise, and using best practice offerings tailored to the appropriate customer relationship life cycle stage. SAP-CRM software platform is utilized for the course.

Similar Courses being offered at the University

None

Discuss Extent of overlap with existing courses

The SAP platform use overlaps with MBA 510, and other courses using it. This is a plus as it reinforces the understanding and expertise in the use of the software.

Special Resources Required (e.g. library, equipment, materials/facilities)

SAP-CRM platform is already available under the University Alliance Agreement with SAP-USA.

Characteristics (check any/all that apply):

Major: Required Elective

GE : submitted to CCC will be submitted to CCC _____ Area Free only
date

- | | | |
|------------------------------------------|-----------------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Humanities (CA) | <input type="checkbox"/> S/B Sciences (S) | <input type="checkbox"/> Cultural Diversity (D) |
| <input type="checkbox"/> Humanities (CH) | <input type="checkbox"/> Natural Science (E) | <input type="checkbox"/> Writing Intensive(W) |
| <input type="checkbox"/> Humanities (CL) | <input type="checkbox"/> Theology/Phil (P) | |
| <input type="checkbox"/> Humanities (CF) | <input type="checkbox"/> Quantitative Reasoning (Q) | |

Interdisciplinary: YES(Marketing and ERP) NO **Team Teaching:** YES Possible

NO

Exclusively For Special Programs/Concentrations: NO YES (Name) _____

Home College: CAS PCPS KSOM GRAD

Required Attachments:

Syllabus with student learning objectives, assessment/evaluation mechanisms, and outline of topics

Description of, or example of, readings/papers/projects/examinations

Assessment/evaluation based course improvement mechanisms

MIS-600 / SCM-600 / MAR-600
Customer Relationship Management with SAP

Whitman School of Management
 Syracuse University

Spring 2008 (T & TH, 3:30-4:50)

Professor:	Michel Benaroch
Office Hours:	T & TH 2:00-3:00 (or by appointment) – room 535
e-mail:	mbenaroc@syr.edu
Telephone:	(315) 443-3492/1383

Background

This course integrates important and timely marketing and supply-chain management topics with issues surrounding the use and management of advanced enterprise technologies from SAP.

Today's massive interest in customer relationship management (CRM) reflects a dramatic shift in the way market leaders relate to customers and think about the value of customers to the firm. Early CRM practices focused on the automation of some marketing, sales and service activities for the purpose of increasing efficiency and cutting costs. The latest CRM practices are also concerned with applying analytical models and decision capabilities to the management of these activities for the purpose of formulating and executing customer-centric business models aimed at extracting maximum customer value.

Course Objectives

By the end of this course, you will:

- Understand why market leaders consider CRM to be, first and for most, a business philosophy that enables their transformation into customer-centric organizations.
- Be able to describe processes and functions of an integrated CRM software solution comprising three components that form a closed feedback loop:
 - Operational CRM – marketing planning and campaign mgmt, campaign execution and automation, e-marketing, opportunity and pipeline mgmt, sales lead mgmt, service planning and analysis, etc.
 - Analytical CRM – customer satisfaction and loyalty analysis, customer segmentation, customer profitability and lifetime value analysis, cross-selling analysis, channel and partner analytics, etc.
 - Collaborative CRM – demand-based planning, CRM-SCM integration, etc.
- Understand how the technology platform underlying SAP's CRM software solution fits within the enterprise ecosystem, including ERP system (R/3), supply-chain management system (R/3 and APO), enterprise business data warehouse (BW), Data Mining Workbench, Strategic Enterprise Management (SEM), etc.
- **Gain hand-on experience** with SAP's CRM software solution:
 - Navigate through of SAP's CRM solution components – BW, SEM, Data Mining workbench, etc.
 - Apply analytical CRM methods with a best-practices process for managing customer churn (Figure 1):
 - *Customer Life Time Value analysis* – measuring lifetime value patterns of customer segments.
 - *Decision Trees* – predicting customer churn.
 - *Customer scoring* – measuring customer satisfaction and loyalty indices.
 - *Clustering and ABC analysis* – homogenous customer segmentation.
 - *Association analysis* (market-basket analysis) – identifying cross-selling and up-selling rules.
 - *Campaign planning, execution and automation.*
- Understand the managerial challenges involved in implementing an enterprise-wide technology project, such as CRM, and managing the massive organizational change it bring about across back-office and front-office functions, sales channels, customer interaction touch-points, etc.

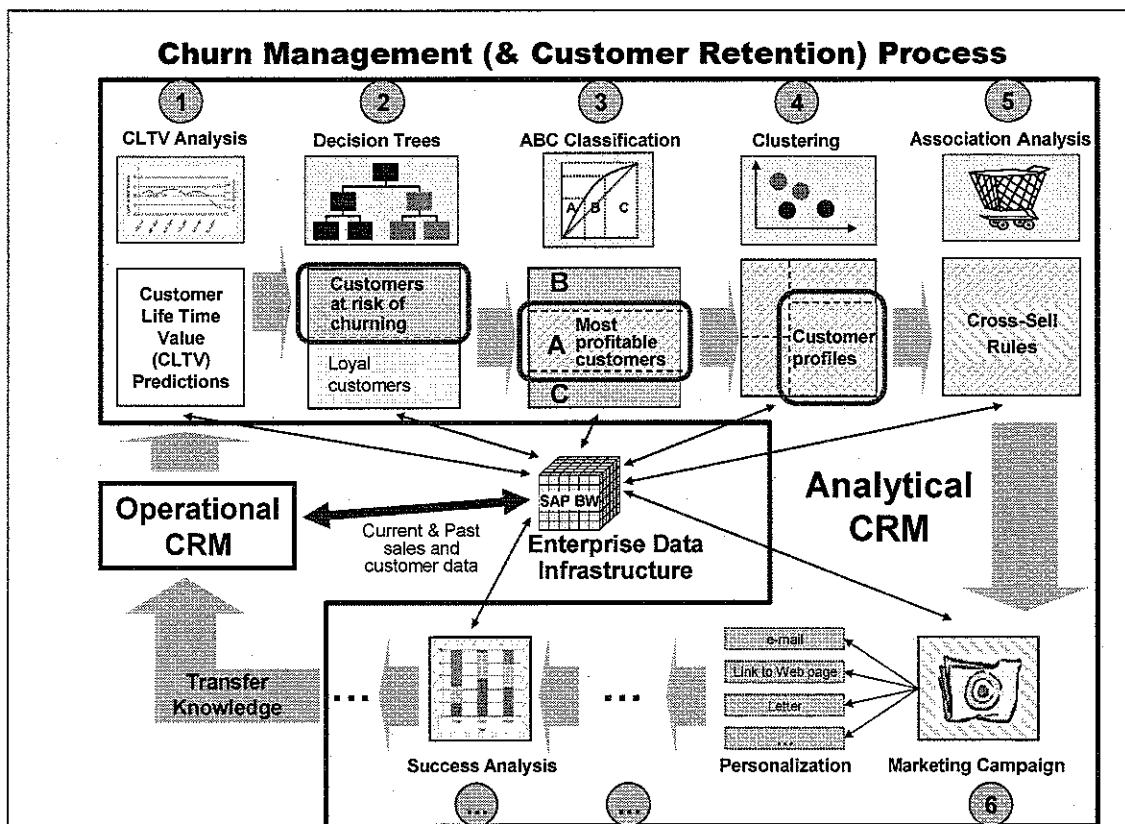


Figure 1: Sample best-practices business process that comes built into SAP's CRM solution

Why CRM software from SAP?

- SAP is a leading vendor of CRM software solutions that are fully integrated with its data warehousing (BW) and enterprise resource planning (ERP-R/3) platforms. With over 70% of the worldwide market for ERP software, it is poised to become *the* dominant CRM vendor.
- SAP's CRM solution embodies the *best-practices* observed in a variety of industries. Figure 1 (on the last page) shows a sample best-practices churn management process that this class will cover in great detail. The advantage of built-in best practices is the pre-configuration and seamless integration of capabilities for supporting the entire business processes of the kind used by organizations with leading CRM practices.
- Because the Whitman School is a member of the SAP-university alliance program, access to the SAP-CRM software suite is: free, simple, and affective. Every student enrolled in the course will get a personal username and password for accessing the SAP-CRM suite via a free Internet-based software client that you can easily install on your computer as well as via computers in the Whitman computer clusters.


Benefits to You

- In this course you will obtain a rich learning experience and build hands-on skills relating to timely technology-centered marketing topics and practices.
- This course could open more high-profile employment opportunities with organizations having (or seeking to build) cutting-edge CRM practices in various industries. Since only select leading business schools (e.g., Duke, Kellogg) are offering a comparable course that combines a timely topic with the actual use of commercial technologies, the experiential learning in this course could translate into a valuable competitive strength.

Readings

1. HBR articles and HBS cases to be included in the course readings packet.
 - **(CCCRM)** A Crash Course in Customer Relationship Management, *Harvard Management Update*, March 2000.
 - Collection title: **Customer Data Use It or Lose 'Em**, *Harvard Business Review*, April 2005.
 - **(GO)** *The Quest for Customer Focus* (Gulati and Oldroyd)
 - **(RK)** *The Mismanagement of Customer Loyalty* (Reinartz and Kumar)
 - **(LOV)** *Diamonds in the Data Mine* (Loveman)
 - Collection title: **CRM the Right Way (2nd Ed.)**, *Harvard Business Review*, November 2005.
 - **(RL)** *CRM Done Right* (Rigby and Ledingham)
 - **(RRS)** *Avoid the Four Perils of CRM* (Rigby, Reichheld, and Scheffer)
 - **(FDG)** *Preventing the Premature Death of Relationship Marketing* (Fournier, Dobscha, and Glen)
 - **(KZ)** *The Perfect Message at the Perfect Moment* (Kalyanam, and Zweben)
 - Case Commentary: **The Dark Side of Customer Analytics** (Davenport and Harris)
2. Case studies.
 - Harrah's Entertainment, Inc. (HBS)
 - Biogen Idec: Growing the Customer-Focused Supply Chain
 - Customer Profitability and Customer Relationships Management at RBC Financial Group (HBS)
3. **Additional Articles & SAP Tutorial and Whitepapers** (distributed online, free)
 - Consumer Profitability: Is the Customer a King – or Cost? *CEO Insights*, 2006.
 - Increasing Customer Value by Integrating Data Mining and Campaign Management Software (K. Thearling), *Direct Marketing Magazine*, 1999.
 - Mining Customer Data: A step-by-step look at a powerful clustering and segmentation methodology (G. Saarenvirta), *DB2 Magazine*, 1998.
 - Campaign Optimization: Maximizing the Value of Interacting with Your Customers (K. Thearling), *Relationship Marketing Report*, 2001.
 - Profit-To-Promise at a Glance, White Paper, *SAP Inc.*, 2005.
 - The Dark Side of Customer Analytics (T.H. Davenport and J.G. Harris), *Harvard Business Review*, May 2007.
 - Mastering the Management System (R.S. Kaplan and D.P. Norton), *Harvard Business Review*, January 2008.

Software

- **GUI client for accessing the SAP servers** – open the following installation instructions and follow them closely. 
- Interactive tutorials from SAP (available for online access) – download and install SAP's tutorial player.

Grading*

Written analysis of HBR case studies (team)	30%
Hands-on assignments with SAP's CRM software suite (individual)	30%
Final exam (individual)	40%

* Grading in this course is governed by the Whitman policy which restricts the final grades of 'A' and 'A-' to not more than the top 1/3 of the students enrolled in a core MBA class.

- **HBR Cases:** Each 4-member team has to submit a 2 pages (single-spaced) analysis for every one of the three cases we cover. Suggested discussion questions for each case are at the end of the syllabus. Your written analysis should be have the form of a question-answer report. Given the limited amount of space, it is expected that you analysis hit on the most important points in an explicit and precise manner. In

preparing the analysis, the team should link the case material in the themes covered by the reading material assigned for that class and, if relevant, to readings covered in earlier classes.

- **SAP Assignments:** Each individual student team will submit a 1-2 pages analysis responding to the questions presented at the end of some SAP tutorials we will cover in class.
- **Final Exam:** details will be given later.

Pedagogy

A good way to appreciate the CRM topic area is through intensive self-study and classroom discussion. This course should be viewed as a cooperative learning experience. You are expected to share insights gained from your work experience, your experience as a customer, and from the readings. You are encouraged to form small study groups to discuss the readings. Your participation (preparation, familiarity with the reading materials, relevance and insight reflected in classroom questions, and commentary) is important to contributing to the creation of a positive learning environment. If you come across an article, news story, or online resource relevant to the course, please share it with me so I can make the information available on the course web page.

Course Policies

As your professor, I have the twin responsibilities of helping you learn the subject matter and evaluating how much you have learned. Accordingly, I take grades and grading seriously. I have spent a lot of time thinking about the fairest way of implementing my grading policies. I try my best to be fair to the students as well as the prospective employers who may use your grade as an indicator of your knowledge and abilities related to this course. Some of my grading related policies are listed below:

- I will not use the class time to discuss grades.
- I will not negotiate grades.
- If there is an obvious calculation error in your grade on a project please write me a note within one week of the date it was returned to the class.
- If you feel that your "project" has not been graded fairly, you may ask me to review your grade. Just come and see me within a week the project is returned.
- While reviewing your grade on a project, I will reexamine the entire project paying special attention to the disputed item(s). Since I will review the entire project, the review may change your grades on items other than those under dispute.
- If we cannot resolve the grade between us, we will go through other available channels to settle the matter.
- I do not give extra credit work for grade improvement. Please don't put me in an awkward situation by asking for extra credit work.

Academic Integrity Policy

Students are expected to abide by principles of academic honesty. The faculty of the School of Management has adapted an Academic Integrity Policy emphasizing that honesty, integrity, and respect for others are fundamental expectations in our School. The Policy requires all students who take SOM courses to certify in writing that they have read, understand, and agree to comply with the Academic Integrity Policy. SOM students will soon receive information regarding this procedure. All non-SOM students enrolled in this course are required to complete a certification statement available in the Office of Graduate Programs. Completed statements will be kept on file in the Office of Graduate Programs.

Disability-Related Accommodations

"Students who may need academic accommodations due to a disability are encouraged to discuss their needs with the instructor at the beginning of the semester. In order to obtain authorized accommodations, students should be registered with the Office of Disability Services (ODS), 804 University Avenue, Room 309, 315-443-4498 and have an updated accommodation letter for the instructor. Accommodations and related support services such as exam administration are not provided retroactively and must be requested in advance."

Schedule (tentative, depending on students' background)

Wk		Topic & Cases/Assignments	Slides	Readings	Due Cases & Assignments
1	1/15	Why CRM?	Notes-1	Crush course in CRM (<i>HBR</i>) Consumer Profitability (<i>CEO Insights</i>)	
	1/17	What's CRM? CRM as a business philosophy	Notes-2	Quest for customer focus (<i>GO, HBR</i>)	
2	1/22	----- " -----			
	1/24	CRM functionalities operational, analytical, and collaborative <u>SAP Tutorial 1 – Icon & menu navigation</u>	Notes-3	CRM Functions – Animated tutorial (review) (tutorial player – install)	
3	1/29	Case: Harrah's		<i>Harrah's Entertainment, Inc (HBS)</i> Diamonds in the Data Mine (<i>LOV, HBR</i>)	Harrah's
	1/31	Operational CRM Support for Sales	Notes-4	Ch 7. Sales section (CRM book) Ch-7-Service section (not covered in class)	
4	2/5	Support for Marketing	Notes-5	Ch 7. Marketing section (CRM book)	
	2/7	CRM & SCM Integration	Notes-6	Right Path to SCM-CRM Integration Profitability-to-Promise (SAP report)	
5	2/12	Case: Biogen		<i>Biogen Idec: Growing the Customer-Focused Supply Chain</i>	Biogen
	2/14	Analytical CRM Support for Sales, Marketing (and Service)	Notes-7	Analytical CRM (<i>SAP</i> white paper)	
6	2/19	CRM Technologies Data Warehouse navigation & querying <u>SAP Tutorial 2 – DW navigation and querying</u>	Notes-8	Data Warehousing (<i>SAP</i> white paper) aCRM – Animated Tutorial (review)	
	2/21	Data Mining for CRM		Integrating DM & Campaign Mgmt	
7	2/26	Best-practices CRM process – Churn Mgmt	Notes-9		
	2/28	Customer lifetime value (CLTV) analysis <u>SAP Tutorial 3 & Assignment 1 (review)</u>	Notes-10	Mismgmt of customer loyalty (<i>RK, HBR</i>)	
8	3/4	Case: RBC		<i>Royal Bank of Canada: Customer Profitability and CRM (HBS)</i>	Royal Bank of Canada
	3/6	Churn prediction using decision trees <u>SAP Tutorial 4 & Assignment 2 (review)</u>	Notes-11	Decision Trees (<i>SAP</i> tutorial)	Assignment 1
9	3/11	Spring Break			
	3/13	Spring Break			
10	3/18	----- " -----			
	3/20	Computing customer-value indexes using scoring and regression	Notes-12	Scoring (<i>SAP</i> paper) Regression (<i>SAP</i> paper)	Assignment 2
11	3/25	Profiling customers using clustering (&ABC analysis) <u>SAP Tutorial 5 & Assignment 3 (review)</u>	Notes-13	Mining Customer Data (for Clustering) Clustering (<i>SAP</i> paper) ABC Classification (<i>SAP</i> paper)	
	3/27	----- " -----			
12	4/1	Deriving segment-specific cross-selling rules <u>SAP Tutorial 6 & Assignment 4 (review)</u>	Notes-14	Association Analysis (<i>SAP</i> paper)	Assignment 3
	4/3	Moving to the oCRM campaign execution & automation	Notes-15	Campaign Optimization Campaign Exec. – Animated Tutorial Campaign Auto. – Animated Tutorial	
13	4/8	Closing the loop campaign success analysis	Notes-16		Assignment 4
	4/10	Strategic Enterprise Planning (SAP-SEM)	Notes-17	Mastering the Mgmt System (<i>KN, HBR</i>) SEM – SAP Help	
14	4/15	CRM implementation challenges Managing "customer relationships" wisely	Notes-18	CRM done right (<i>RL, HBR</i>) Dark side of CRM analytics (<i>DH, HBR</i>)	
	4/17	Acquiring the IT infrastructure for CRM	Notes-19	Realizing biz benefits via CRM CRM on Demand (Oracle white paper)	
15	4/22	May Fest			
	2/24	CRM's Next Frontiers Event-based CRM & Dialogue-based marketing		Perfect message at perfect time (<i>KZ, HBR</i>)	
16	4/29	Course Summary			