



**JINDAL GLOBAL
BUSINESS SCHOOL**
INDIA'S FIRST MULTI-DISCIPLINARY GLOBAL BUSINESS SCHOOL



O.P. Jindal Global University
A Private University Promoting Public Service
NAAC Accreditation - 'A' Grade

Jindal Global Business School
Course Outline

Course Title	Customer Relationship Management (CRM); BS-MKT-779
Core or Elective	Elective
Program and Batch	MBA-2, IBM-4
Semester & Academic Year	Fall 2026
Credits	1.5
Discipline/Area	Marketing
Name of the Faculty Member/Course Instructor	Nishant Ambust
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Contact Details of Support Staff	jgbs-eo@jgu.edu.in
Faculty Member's Open Office Day/s & Time	TBA

Introduction to the Course

Among all the resources (tangible and intangible) that an organization possesses, it is ubiquitously recognized that the human resource is the most crucial strategic resource as a source of competitive advantage. However, managing this critical resource effectively as a competitive edge is one of the major challenges for organizations. Such challenges pertain to every aspect of management of human resources management from workforce planning, acquiring, selecting, motivating, developing to retaining, and importantly strategically aligning each of these aspects with each other for organizational success. Furthermore, the management of human resources has become more complex than ever with increasing globalization and unstoppable technological advancement. Therefore, this people management course is designed to help students to understand and appreciate these challenges in the current and changing contexts and how to overcome these challenges with effective processes, policies, strategies, and practices in making people management a cornerstone of organizational success and growth.

Course Learning Objectives (CLOs)

The objective of this course is to help students appreciate the concepts behind CRM. The course aims at elucidating the practice of CRM derived from research and applications across businesses. These concepts and applications from real life case studies will help identify opportunities, which can be successfully implemented for long-term profitability.

At the end of the course, students should be able to

1. CLO1: Understand conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.
2. CLO2: Understand and appreciate customer value and communication of customer value in consumer and business markets.
3. CLO3: Understand how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer lifecycle stages of customer acquisition, retention and development while simultaneously supporting broader organizational goals.
4. CLO4: Understand the benefits delivered by CRM-including loyalty, the contexts in which it is used, the technologies that are deployed and how it can be implemented.

Programme Competency Goals

MBA & IBM Programme Competency Goals (PCGs)		MBA & IBM Programme Learning Objectives (PLOs)
		Students will be able to
1	Technological Agility: Ability to adopt relevant technologies for better business decision making.	1. Understand relevant business technologies 2. Understand future technologies in business domain
2	Responsible Global Citizenship: Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	3. Understand the interplay between local and global business issues 4. Demonstrate sensitivity towards ethical issues 5. Demonstrate sensitivity towards social issues 6. Address societal issues
3	Effective communication: Ability to effectively exchange ideas and information	7. Present their ideas with clarity 8. Prepare an organized and logical business document

		9. Use technology for effective communication
4	Critical Thinking: Ability to identify, analyze business problems and propose effective solutions	10. Identify main issues of business problems
		11. Examine information from different sources
		12. Draw inferences from analysis
		13. Evaluate alternatives
		14. Summarize and conclude
5	Leadership: Ability to take initiative, inspire and collaborate with others	15. Take initiative
		16. Contribute effectively in groups
6	Entrepreneurial Mindset: Ability to assess business opportunities, plan, pitch new venture ideas	17. Understand the dimensions of entrepreneurship
		18. Recognize business opportunities
		19. Develop a new venture plan

CLO-PLO-PCG Assessments Mapping Matrix

Course Learning Objectives (CLOs)	Program Learning Objectives (PLOs)	Program Competency Goals (PCGs)	Course Assessment Item
On successful completion of the course, students should be able to:	This course helps you to develop the following Program Learning Outcomes:	This course helps you to develop the following Program Competency Goals:	This learning outcome will be assessed in the following items
CLO1	PLO1, PLO10	PCG1, PCG4	A1, A2, A3, A4
CLO2	PLO10, PLO12, PLO13	PCG4	A1, A2, A4
CLO3	PLO10, PLO12, PLO13	PCG4	A1, A3, A4
CLO4	PLO1, PLO3, PLO10	PCG1, PCG4	A1, A3, A4

Evaluation Schema

The course grade will be determined based on:

Assessment Task	Weightage (Percentage)	Nature (Individual/Group)	Week of Assessment	PLOs to be Assessed
A1: Case Presentation	20%	Group*	Week 3-6	PLO1, PLO3, PLO7 PLO10, PLO12, PLO13
A2: In-class Quiz	15%	Individual	3, 5, 7	PLO10, PLO11
A3: Class Participation	10%	Individual	Ongoing	PLO 1, PLO10
A3: Project Work	25%	Group	7	PLO1, PLO10, PLO11, PLO12, PLO13
A4: End Term Assessment	30%	Individual	In Examination Week	PLO1, PLO10, PLO12, PLO13

Note:

* Groups of 4-5 members will be created and announced by the faculty member

Description of Assessments:

A1- Class Presentation -You are expected to carefully analyse a case study and present your findings in a power-point format. The presentation must carry a thorough problem identification, analysis, and recommendation (probable solution, and action plan). The case presentation will be followed by a Q&A session

A2 – In class Quiz – There will be at least two quizzes. Assuming we have ‘*n*’ quizzes, the marks of the best (*n-1*) quizzes will be used for final grading. This is to take care of a missed quiz due to various reasons, or bad marks in one quiz.

A3 - Class Participation: It covers the ongoing class discussion. You can participate in the discussion by speaking (ideally) or by writing in the chat box. This assessment will continue throughout the semester

A3 – Project Work – Working in groups, students will work on solving a business issue using principles learnt during the course. Data for project will either be provided to students or will be collected by them, as per the brief shared with them.

A4 – End Term Examination - This will be a 30 marks exam meant to test students on the essential concepts learned during the course.

Rubrics for Assessments

The following assessment Rubric will be used to evaluate the class presentations:

	Excellent (80-100%)	Satisfactory (50-79%)	Can be improved (0-49%)
Application	Detailed discussion and analysis of the case from the CRM perspective	Some basic case discussion and analysis	Inadequate case discussion and analysis
Presentation skills	Appropriate font size and background of the slides	Small font size or jarring backgrounds	Small or inconsistent font size or fonts and backgrounds which make reading difficult
	Logical linkage between the written and the spoken word	Some basic linkage between the content of the slide and what is being spoken	Very little or no logical link between what is on the slide and what is being spoken
	Adherence to time, up to 10 Minutes of presenting)	Up to 12 minutes of presenting	More than 12 minutes of presenting
Theoretical understanding (Judged through Q/A)	A proper understanding of the concepts and ability to confidently answer the questions correctly	A basic understanding of the concepts and inability to provide to-the-point answers to questions	Very nascent understanding of the concepts and tendency to avoid questions

The following assessment Rubric will be used to evaluate the project work:

Criteria	Details
Content (12 marks)	Whether the student has substantially and fully examined all of the issues mentioned in the guiding document
Presentation Quality (13 marks)	Flow and structure of the presentation, clarity of the presenter, performance in Q&A

Teaching Method

The course will be a combination of lectures, class discussion, case studies, and assignments. To participate effectively in class, the student should come prepared to the class by reading in advance the sections of the textbook that will be covered in the session, as well as any other material handed by the instructor, including the cases. Here the onus of learning will be with the student and the instructor will be a facilitator. Instead of only learning ‘what to do,’ the cases will also be used as examples of the real-world phenomenon where a particular issue or set of issues arise, and good and bad practices are seen.

Textbook / Other Readings

Textbook: Buttle, F., & Maklan, S. (2019). Customer relationship management: Concepts and technologies (4th ed.). New Delhi, India: Taylor and Francis.

Chapters from this book are assigned as required readings in the class schedule below. Please read the chapters before coming to class for an engaging classroom discussion. Cases and any other reading material assigned for reading will be uploaded on a shared folder (or the e-learning platform, as suitable).

Guest Lectures

S. No.	Faculty member(s)	Guest Speakers [Name, designation, and company]	Week # (Tentative)
1	Nishant Ambust	Amitav Ash, Business Head Pococare	3rd

Session Plan

Session Details	Topics	PLOs Covered
Session 1 and 2	Introduction and Strategic Value of CRM	PLO1, PLO10
Objective of the session	<ul style="list-style-type: none"> • Course Introduction. • Setting the ground rules and explaining the evaluation criteria. • Introduction to CRM and its importance in the marketing strategy. 	
Subtopics to be covered	<ul style="list-style-type: none"> • CRM definition and meaning • Type of CRM: strategic, operational and analytical • Misunderstandings about CRM • Different Models of CRM 	
Readings	Text Book Chapter 1	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 3 and 4	Conceptual foundations of CRM - Understanding Relationships	PLO1, PLO10, PLO11, PLO12, PLO13
Objective of the session	To understand relationships based on the literature and know about different ways of looking at relationships and relationship management.	

Subtopics to be covered	<ul style="list-style-type: none"> Relationship meaning Attributes of successful relationship Importance of trust and commitment Customer Lifetime Value, Loyalty and Satisfaction Relationship Management – different perspectives and theories 	
Readings	Text Book Chapter 2 Sheth, J. N., & Parvatiyar, A. (1995). <i>The evolution of relationship marketing</i> . International Business Review, 4(4), 397-418. Morgan, R. M., & Hunt, S. D. (1994). <i>Theory of relationship marketing</i> . Journal of Marketing, 58(3), 20–38.	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 5 and 6	The importance of customer acquisition and retention. How do customer loyalty programs help?	PLO1, PLO3, PLO10, PLO11, PLO12, PLO13
Objective of the session	To understand various aspects of customer acquisition and retention. We will also discuss customer value and how companies can target strategic growth in customer value, both in B2C and B2B contexts.	
Subtopics to be covered	<ul style="list-style-type: none"> Customer Journey Strategies for customer acquisition KPIs for customer acquisition strategies Operational CRM tools for customer acquisition Strategies for customer retention CRM technologies and strategies to grow customer value 	
Readings	Text Book Chapters 3 & 4	
Case Title & Number	Case-1 (Bonobos), and Case-2 (Loyalty program at Boots the Chemist) presentations: Details of the case, questions and presenting groups for the cases will be announced beforehand.	
Pedagogy	Lecture, class discussion, and student case presentation	
Session 7 and 8	Value Creation for Customers	PLO1, PLO10, PLO11, PLO12, PLO13
Objective of the session	To understand the concept of value creation and the various sources of the same.	
Subtopics to be covered	<ul style="list-style-type: none"> What is customer value How customer weighs up benefits and sacrifices Types of value propositions 	

	<ul style="list-style-type: none"> • 7Ps and customer experience • Customization for value creation • Role of internet in value creation 	
Readings	Text Book Chapter 6 Verhoef, P. C., & Lemon, K. N. (2013). <i>Successful customer value management: Key lessons and emerging trends</i> . European Management Journal, 31(1), 1–15.	
Case Title & Number	Case-3 (Personalized communications at Westpac) presentation: Details of the case, questions and presenting groups for the cases will be announced beforehand.	
Pedagogy	Lecture, class discussion, and student case presentation	
Session 9 and 10	Customer Experience Management	PLO10, PLO11, PLO12, PLO13
Objective of the session	Understanding key concepts of customer experience management and why it is so important today.	
Subtopics to be covered	<ul style="list-style-type: none"> • Customer experience meaning and definition • Difference between goods, services and experiences • Customer experience Management • Similarities and differences between customer experience management and CRM • Impact of CRM technologies on customer experience 	
Readings	Text Book Chapter 7 Lemon, K. N., & Verhoef, P. C. (2016). <i>Understanding customer experience throughout the customer journey</i> . Journal of Marketing, 80(6), 69–96.	
Case Title & Number	Case-4 (The IKEA shopping experience): Details of the case, questions and presenting groups for the cases will be announced beforehand.	
Pedagogy	Lecture, class discussion, and student case presentation	
Session 11	Service Automation	PLO10, PLO11, PLO12, PLO13
Objective of the session	To understand customer service and automation from a CRM perspective	
Subtopics to be covered	<ul style="list-style-type: none"> • Customer service meaning • Service automation and its benefits • Functionalities available within SA software 	
Readings	Text Book Chapter 10	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 12	Guest Lecture	PLO1, PLO3, PLO10, PLO11,
Objective of the session	A specially invited industry speaker – Mr. Manish Motwani,	

	Managing Director, Deloitte Consulting – will share her//his CRM-related experiences with the students.	PLO12, PLO13
Subtopics to be covered	N/A	
Readings	N/A	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	
Session 13	CRM implementation	PLO1, PLO3, PLO10, PLO11, PLO12, PLO13
Objective of the session	To understand major phases in a CRM implementation and its related issues.	
Subtopics to be covered	<ul style="list-style-type: none"> • Different phases of CRM implementation • Tools and processes for CRM implementation • Importance of project management and change management throughout the implementation process 	
Readings	Text Book Chapter 14	
Case Title & Number	N.A.	
Pedagogy	Lecture and class discussion	
Session 14	Group Activity	PLO1, PLO3, PLO10, PLO11, PLO12, PLO13
Objective of the session	Discussion of CRM implementation case studies – We will do a group activity which will be shared in advance in the class. This activity is about actual CRM implementations, any learnings, and the results.	
Subtopics to be covered	N/A	
Readings	N/A	
Case Title & Number	N/A	
Pedagogy	Group presentations and class discussion	
Session 15	Course summary and wrap up	PLO1, PLO3, PLO10, PLO11, PLO12, PLO13
Objective of the session	In the last session of the course, we will wrap up by drawing connections between the different ideas discussed in the course.	
Subtopics to be covered	N/A	
Readings	N/A	
Case Title & Number	N/A	
Pedagogy	Lecture and class discussion	

Disability Support

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall well-being. These include physical and mobility related difficulties, visual impairment, hearing impairment, mental health conditions and intellectual/learning difficulties e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at <https://jgu.edu.in/disability-support-committee/>

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to disabilitysupportcommittee@jgu.edu.in

Disclaimer: This course outline including assessments, mode, nature and weightage of assessments, sessions, sequence of sessions and/or readings may be revised during the semester if such need arises.