

SYLLABUS

1. Information regarding the program

1.1 Higher education institution	UNIVERSITY OF ORADEA
1.2 Faculty	FACULTY OF ECONOMIC SCIENCES
1.3 Department	MANAGEMENT-MARKETING DEPARTMENT
1.4 Field of study	MANAGEMENT
1.5 Cycle of study	CYCLE II – MASTER
1.6 Program of study /Degree	ADVANCED MANAGEMENT/MASTER DEGREE

2. Information regarding the discipline

2.1 Name of discipline	CUSTOMER RELATIONSHIP MANAGEMENT						
2.2 Course titleholder	Lecturer Adela-Laura POPA, Ph.D.						
2.3 Seminar titleholder	Lecturer Adela-Laura POPA, Ph.D.						
2.4 Year of study	II	2.5 Semester	III	2.6 Type of assessment	Cv.	2.7 Type of discipline	I

(I) Compulsory; (O) Elective; (F) Facultative

3. Estimated total time (hours/semester of activities)

3.1 Number of hours/week	1	out of which: 3.2 course	1	3.3 seminar	1
3.4 Total of hours in the Curriculum	28	out of which: 3.5 course	14	3.6 seminar	14
Distribution of hours:					97
Studying the workbook, course book, bibliography and notes					22
Supplementary documentation in the library, on electronic specialty sites and in the field					22
Preparing seminars/laboratories, themes, case study analysis, portfolios and essays					12
Tutorship					4
Assessment activities					4
Other activities: Project preparation (case study and presentation)					33
3.7 Total hours of individual study	97				
3.9 Total hours/semester	125				
3.10 Number of credits	5				

4. Pre-requisites (if applicable)

4.1 Curriculum	Marketing Management
4.2 Skills	-

5. Conditions (if applicable)

5.1. concerning the course activities	Projector, whiteboard, computer, internet access / Digital platform environment e.uoradea.ro
5.2. concerning the seminar/laboratory activities	Projector, whiteboard, computer, internet access/ Digital platform environment e.uoradea.ro

6. Specific skills acquired

Professional skills	C1 C3 C5
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Transversal Skills	CT3
ESCO Competencies	- Skill to analyse business performance, apply strategic models, evaluate data - Competence in advising improvement, recommending strategies - Organizational & planning skills - Critical thinking

6. 2. Learning Outcomes

Knowledge	▪ The student/graduate demonstrates understanding of fundamental concepts regarding marketing communication, branding, advertising, sales promotion, public relations, direct marketing, and event marketing
Skills	▪ The student/graduate applies methods and techniques to conduct analyses of the internal and external environment and interprets the results to substantiate marketing decisions in terms of managing the assortment range.
Responsibility & Autonomy	▪ The student/graduate demonstrates the ability to substantiate pertinent decisions regarding product strategy, brand, within business organizations operating in the specific field. ▪ The graduate demonstrates a proactive mindset, oriented towards prevention, rapid adaptation to market changes and continuous delivery of value to the customer, taking responsibility for coordinating teams and workflows.

7. Objectives of discipline (resulting from the grid of specific skills acquired)

7.1 General objective of discipline	The aim of the course is to emphasize the importance of the customer and of the customer relationships into the life of an organization. The course will provide the knowledge of the main principles and practices in managing the customer relationships.
7.2 Specific objectives	• to discuss and understand the main concepts and principles of the relationship marketing • to understand the place of the customer relationship management in the context of relationship marketing • to discuss and understand the aim, objectives and benefits of CRM implementation • students will be able to make the difference between the conceptual dimensions of CRM: strategic, analytic and operational • to create the context for understanding the role of the information technology in the process of implementing CRM

8. Contents

8.1 Course (C)	Teaching methods	Observations
8.1.1. Relationship marketing - strategic marketing approach	Lecture, case studies, debate, deduction, illustration	
8.1.2. From transactional marketing to relationship marketing, Marketing Information System		
8.1.3. Customer Relationship Management (CRM) – philosophical approach or data-driven strategy (The role of customer databases in CRM)		
8.1.4. Aim, objectives and benefits of CRM implementation		
8.1.5. Dimensions of CRM – strategic CRM, operational		

CRM, analytical CRM		
8.1.6. The placement of databases in the strategic approach of CRM		
8.1.7. Analysis indicators relevant for CRM		
8.1.8. Indicators describing the activity of attracting new customers		
8.1.9. Indicators used in monitoring customers activity		
8.1.10. General indicators regarding the value of a customer		
8.1.11. Customer Lifetime Value (CLV), Customer Equity (CE)		
8.1.12. CRM and Information Technology		
8.1.13. Implementation of CRM		
8.1.14. CRM Software Systems		
Bibliography		
1. Frow, P. E., & Payne, A. F. (2009). Customer Relationship Management: A Strategic Perspective. <i>Journal of Business Market Management</i>, 3(1), 7–27. 2. Gummesson, E. (2008). <i>Total Relationship Marketing</i> (3rd ed.). Butterworth-Heinemann/Elsevier. 3. Hollensen, S. (2019). <i>Marketing Management: A Relationship Approach</i> (4th ed.). Pearson Education. 4. Kumar, V., & Reinartz, W. (2018). <i>Customer Relationship Management: Concept, Strategy, and Tools</i> (3rd ed.). Springer. 5. Payne, A. (2006). <i>Handbook of CRM: Achieving Excellence in Customer Management</i>. Elsevier Butterworth-Heinemann. 6. Peppers, D., & Rogers, M. (2016). <i>Managing Customer Relationships: A Strategic Framework</i> (3rd ed.). John Wiley & Sons. 7. Popa, A.-L., Sasu, D. V., & Tarcza, T. M. (2021). Investigating the Importance of Customer Lifetime Value in Modern Marketing – A Literature Review. <i>Annals of the University of Oradea. Economic Sciences</i>, 30(2), 410–416. 8. Prior, D. D., Buttle, F., & Maklan, S. (2024). <i>Customer Relationship Management: Concepts, Applications and Technologies</i> (5th ed.). Routledge. 9. Salesforce.com, inc - https://www.salesforce.com/ 10. Sprout Social - https://sproutsocial.com/ 11. Hubspot - https://www.hubspot.com/		
8.2 Seminar (S)	Teaching methods	Observations
8.2.1. The vision of relationship marketing. Customer360°	Questioning, case studies, debate, applications	
8.2.2. Understanding Relationships. Customer Lifecycle		
8.2.3. Customer Experience. Customer journey		
8.2.4. Customer Engagement		
8.2.5. Using Customer-Related Data		
8.2.6. Types of customer data		
8.2.7. Customer Persona		
8.2.8. Marketing Automation		
8.2.9. Customer Metrics		
8.2.10. Customer Lifetime Value		
8.2.11. Using Artificial Intelligence in CRM		
8.2.12. Using AR/VR to Improve the Customer Experience		
8.2.13. Social CRM – analysing top apps		
8.2.14. Social CRM – software applications: e.g. Sprout Social, Salesforce, HubSpot, etc.		
Bibliography:		
1. Gummesson, E. (2008). <i>Total Relationship Marketing</i> (3rd ed.). Butterworth-Heinemann/Elsevier. 2. Hollensen, S. (2019). <i>Marketing Management: A Relationship Approach</i> (4th ed.). Pearson Education. 3. Iriana, R., & Buttle, F. (2006). Strategic, Operational, and Analytical Customer Relationship Management: Attributes and Measures. <i>Journal of Relationship Marketing</i>, 5(4), 23–42. 4. Kumar, V., & Reinartz, W. (2018). <i>Customer Relationship Management: Concept, Strategy, and Tools</i> (3rd ed.). Springer. 5. Payne, A. (2006). <i>Handbook of CRM: Achieving Excellence in Customer Management</i>. Elsevier Butterworth-Heinemann. 6. Peppers, D., & Rogers, M. (2016). <i>Managing Customer Relationships: A Strategic Framework</i> (3rd ed.). John		

Wiley & Sons.

7. Popa, A.-L., Sasu, D. V., & Tarcza, T. M. (2021). Investigating the Importance of Customer Lifetime Value in Modern Marketing – A Literature Review. *Annals of the University of Oradea. Economic Sciences*, 30(2), 410–416.
8. Prior, D. D., Buttle, F., & Maklan, S. (2024). *Customer Relationship Management: Concepts, Applications and Technologies* (5th ed.). Routledge.
9. Salesforce.com, inc - <https://www.salesforce.com/>
10. Sprout Social - <https://sproutsocial.com/>
11. Hubspot - <https://www.hubspot.com/>

9. Corroboration of the contents of the discipline with the expectations of the epistemic community, professional associations and employers representing the field of study of the program

During this course, the students will be asked to analyse the activity regarding the customer relationship management in real organizations. Based on this, and in collaboration with the companies' representatives, the students will be asked to propose ways to develop and/or improve the activity regarding the management of customer relationships in the above-mentioned organizations, based on the strategic, analytic and operational conceptual dimensions.

10. Use of Generative Artificial Intelligence-Based Tools

For this course:

- **students may use *Generative Artificial Intelligence (GenAI)* tools for:**
 - A support tool in the learning process
 - Generating ideas in the context of developing projects
 - The process of editing and/or revising the final documents to be uploaded to the platform
- **Students may NOT use *Generative Artificial Intelligence (GenAI)* tools to** generate text, images, sections of the documents required for assessment, data analysis, or the generation of graphs without stating that these were created using *GenAI* (including the name of the tool used).

Among the most widely used tools of this type are, but are not limited to, ChatGPT, Google Gemini, Copilot for text drafting, and MidJourney for image generation.

Each student is required to state, through a separate declaration prepared for each assignment, in accordance with the template provided in Annex 2 of the Regulation on the Use of Generative Artificial Intelligence in Teaching and Scientific Activities at the Faculty of Economic Sciences, University of Oradea, the tool used, the specific way in which it was used, and the section in which it was used. The declaration shall be inserted at the beginning of the work corresponding to the respective assignment.

11. Assessment

Type of activity	10.1 Assessment criteria	10.2 Assessment methods	10.3 Percentage of the final grade
10.4 Course (C)	Knowledge and understanding of the content.	Written paper	50%
10.5 Seminar (S)	Participation to the seminar classes including the presentation of the case studies Solving the requirements indicated weekly for each course/seminar activity.	- Case study: presentation - The student is allowed choose: ▪ Evaluation of answers provided by the student for each set of requirements, according to the specified terms (<i>only available during study weeks</i>) OR ▪ Project: Auditing CRM activity in a local company (<i>available for re-examination</i>)	25% 25%
10.6 Laboratory (L)			
10.7 Project (P)			

10.8 Practical works (P)			
10.9 Minimum performance standard			
Obtaining at least 5 points (out of 10) for each assessment activity			

Date	Course titleholder:	Seminar titleholder:
15 th of September 2026	Lecturer Adela-Laura POPA, Ph.D. E-mail address: apopa@uoradea.ro	Lecturer Adela-Laura POPA, Ph.D. E-mail address: apopa@uoradea.ro

**Director of Department,
Professor habil. Maria-Madela ABRUDAN, PhD**

Date of approval in the Department: 25.09.2026	Contact data¹: University of Oradea, Faculty of Economic Sciences, Management-Marketing Department Universității 1, Building Corp E, floor 1, room E118 Zip code 410087, Oradea, Bihor, Romania Tel.: 0259-408796; E-mail: steconomice@uoradea.ro Web page: http://steconomiceuoradea.ro
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**Dean,
Professor habil. Diana SABĂU-POPA, PhD**

Date of approval in The Council of the Faculty of Economic Sciences: 28 th of September 2026	Contact data²: University of Oradea, Faculty of Economic Sciences Universității 1 Zip code 410087, Oradea, Bihor, Romania Tel.: 0259-408109; Fax: 0259-408409 E-mail: steconomice@uoradea.ro Web page: http://steconomiceuoradea.ro
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¹ State the contact information (telephone, e-mail, web page, etc) of the academic institution beneficiary of the *Syllabus*

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