**BYU Hawaii Curriculum Proposal Number [11-12]**

## Section 1 - Approvals

**Name of Proposal:** BUSM334

**Submitted by:** David Preece  
**Signature:**

**Date:** September 27, 2011

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Recommendation/Signature</th>
<th>Date</th>
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<tbody>
<tr>
<td>Faculty Vote: For [11], Against [0], Abstain [0], Absent [0]</td>
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<tr>
<td>1. Approved by Department</td>
<td>Signature:</td>
<td>10/19/11</td>
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<td>Chair: Jeffery Ganseh</td>
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<td>2. Approved by College</td>
<td>Signature:</td>
<td>10/19/11</td>
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<td>Dean: Glade Tew</td>
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<td>3. Approved by General Education (if any GE course is affected)</td>
<td>Signature:</td>
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<td>GE: David Beus</td>
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<td>4. Approved by University Curriculum Committee</td>
<td>Signature:</td>
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<td>UCC: Jennifer Lane</td>
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<td>5. Approved by Deans’ Council</td>
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<td>AVP: Max Checketts</td>
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<td>6. Approved by the President's Council (for new programs)</td>
<td>Signature:</td>
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<td>Pres: Steven Wheelwright</td>
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Summary: This proposal intends to create a new course which adds a new and important dimension to the BYUH business curriculum by focusing on relationship strategies related to the more personal, one-to-one aspects of marketing: sales and customer service. Students learn important concepts, principles and practices, and how to effectively apply them in the context of a dynamic, increasingly customer-centric marketplace. The course would be available as an option to all business/HTM majors. BUSM 180 (Introduction to Commerce) and BUSM 304 (Principles of Marketing) are the prerequisites.

Strong relationships are the foundation of great brands and essential for business success. Finding, acquiring and maintaining these loyal connections with customers is both a strategic imperative and a tactical urgency. Achieving customer-brand attachment naturally involves all the elements of marketing, but effective selling and standout service are the fundamentals of enduring business relationships.

Not only does this concept make intuitive sense, there is academic research evidence that emotionally-driven brand attachment correlates with measurable outcomes such as brand market share and revenue growth. Consider the strength of a few brands that have reaped the benefits of customers so passionate they become committed, lifelong brand evangelists: Harley-Davidson, IKEA, Disney, Amazon, BMW, Apple and Trader Joe’s.
BYU Hawaii Curriculum Proposal Number [11-12]

Section 4 - Course Proposal (core)

Upon approval, the information presented on this course proposal sheet will become binding on the department and the university. Any material changes require a new course proposal.

Effective Date: Immediately Upon Approval

College: College of Business, Computing and Government

Course Prefix: BUSM

Course Number: 334

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NEW COURSE.

Full Title: Sales & Customer Relationship Management

Short Title (for Transcript, 30-char max): Sales & Customer Relationships

Catalog Entry (50-word recommended maximum):

334. Sales & Customer Relationship Management (3) (W, S)
Relationships are the foundation of great brands and business success. Maintaining loyal customer connections is a strategic imperative and a tactical urgency. Focus on strategies for 1 to 1 aspects of marketing: sales, customer service. Learn concepts, principles and practices, and how to apply them in a dynamic, customer-centric marketplace. (Prerequisites: BUSM 180, BUSM 304)

Prerequisites: BUSM 180, BUSM 304

Credit Hours: 3

Grading Method: A-B-C

Course Fees: None

Learning Objectives: Each student who passes this course will be able to do the following:

SLO 1: Students will learn, understand and be able to apply the essential concepts of developing and managing customer relationships that lead to brand loyalty, attachment and business growth.

SLO 2: Students will learn the selling process, understand sales best practices, and be familiar with available technologies that support effective customer relationship management.

SLO 3: Students will learn the principles and practices of outstanding customer service, including customer retention and recovery, and the importance of great service in building brand loyalty.

Assessment Methods: Student engagement and learning will be assessed using a variety of methods during the course. These evaluation tools include online chapter quizzes, brief chapter-related written assignments, case study analyses and essays, in-class activities such as role-play and collaborative assignments, a mid-term exam and a comprehensive final exam. The instructor also reserves approximately 10% of the grading points for evaluating semester-long class preparation, attendance and engagement.

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Immediately following this page, attach a sample syllabus if needed.

Following this page, attach PDF copies of the online catalog web pages that should change as a result of this proposal. Indicate the location of changes that should be made.
BUSM 334—SALES & CUSTOMER RELATIONSHIP MANAGEMENT
One-to-One Brand Building
SUMMARY OF A NEW COURSE; SYLLABUS ESSENTIALS

Introduction: Strong relationships are the foundation of great brands and are critical for business success in today’s dynamic environment. Finding, acquiring and maintaining these loyal connections with customers is both a strategic imperative and a tactical urgency. Achieving customer-brand attachment naturally involves all the elements of marketing, but effective selling, relationship development and standout service are essential fundamentals of enduring business success.

Not only does this concept make intuitive sense, there is academic research evidence that emotionally-driven brand attachment correlates with measurable outcomes such as brand market share and revenue growth. Consider the strength of a few brands that have reaped the benefits of connected customers who become committed, lifelong brand evangelists: Harley-Davidson, IKEA, Disney, Amazon, BMW, Apple and Trader Joe’s.

This course adds a new and important dimension to the BYUH business curriculum by focusing on strategies related to the more personal, one-to-one aspects of marketing: sales, relationships, and customer service. Students learn important concepts, principles and practices, and how to effectively apply them in the context of a dynamic, increasingly customer-centric marketplace. The course would be available as an option to all business/HTM majors. BUSM 180 (Introduction to Commerce) and BUSM 304 (Principles of Marketing) are the course prerequisites.

Title: Sales & Customer Relationship Management: One-to-One Brand Building

Text: Variety of relevant readings, cases and other content resources, including a custom text (approximately $45) comprised of chapters from these publications:

- Sales Management: Shaping Future Sales Leaders by Tanner/Honeycutt/Erffmeyer. Publisher: Pearson Prentice-Hall. ISBN 978-0-13-232412-0. (Chapters on sales role, strategies, approaches, channels, relationships, CRM/technology)


Catalog Description: Relationships are the foundation of great brands and business success. Maintaining loyal customer connections is a strategic imperative and a tactical urgency. Focus on strategies for 1 to 1 aspects of marketing: sales, customer service. Learn concepts, principles and practices, and how to apply them in a dynamic, customer-centric marketplace. (Prerequisites: BUSM 180, BUSM 304) Transcript Description: Sales & Relationship Mgt
**Student Learning Objectives (SLOs) for this Course**

SLO 1: Students will learn, understand and be able to apply the essential concepts of developing and managing customer relationships that lead to brand loyalty, attachment and business growth.

SLO 2: Students will learn the selling process, understand sales best practices, and be familiar with available technologies that support effective customer relationship management.

SLO 3: Students will learn the principles and practices of outstanding customer service, including customer retention and recovery, and the importance of great service in building brand loyalty.

**Custom Textbook Outline**

The custom textbook will be structured as outlined below and will include selected chapters from each of the two original texts:

**Section 1: Developing and Maintaining Strong Sales Relationships** *(Selections from Sales Management text)*

Chapter 1: Introduction to Sales Management
Chapter 2: The Sales Function and Multi-Sales Channels
Chapter 5: B2B Sales and Customer Relationship Management
Chapter 6: Leveraging Information Technologies
Chapter 10: Supervising, Managing and Leading Salespeople Individually and in Teams

**Section 2: Exceeding Customer Service Expectations** *(Selections from Customer Service text)*

Chapter 1: Know Why Service Matters
Chapter 2: Use Behaviors That Engage Your Customers
Chapter 3: Listen to Your Customer (a Big “Little Thing”)
Chapter 6: Recognize and Deal with Customer Turnoffs
Chapter 8: Get Customer Feedback
Chapter 9: Recover the Potentially Lost Customer
Chapter 10: Exceed Customer Expectations with Value
Chapter 11: Exceed Customer Expectations with Information
Chapter 12: Exceed Customer Expectations with Convenience and Timing

**Academic Research Abstracts**


Customer loyalty is an important strategic objective for all managers. Research has investigated the relationship between customer satisfaction and loyalty in various contexts. However, these predominantly cross-sectional studies have focused on customer retention as the primary measure of loyalty. There has been little investigation into the impact on share of wallet. Using data from the Canadian banking industry, this research aims to (1) provide the first longitudinal examination of the impact of changes in customer satisfaction on changes in share of wallet and (2) determine the moderating effects of customer age, income, education, expertise, and length of relationship. Data from 4,319 households using 12,249 observations over a five-year period indicate a positive relationship between changes in satisfaction and share of wallet. In particular, the initial satisfaction level and the conditional percentile of change in satisfaction significantly correspond to changes in share of wallet. Two variables,
income and length of the relationship, negatively moderate this relationship. Other demographic and situational characteristics have no impact.

**Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers** (C. Whan Park, Deborah J. MacInnis, Joseph Priester, Andreas B. Eisingerich, & Dawn Iacobucci; *Journal of Marketing*, Vol. 74 1 [November 2010], 1–17)

Research has not verified the theoretical or practical value of the brand attachment construct in relation to alternative constructs, particularly brand attitude strength. The authors make conceptual, measurement, and managerial contributions to this research issue. Conceptually, they define brand attachment, articulate its defining properties, and differentiate it from brand attitude strength. From a measurement perspective, they develop and validate a parsimonious measure of brand attachment, test the assumptions that underlie it, and demonstrate that it indicates the concept of attachment. They also demonstrate the convergent and discriminant validity of this measure in relation to brand attitude strength. Managerially, they demonstrate that brand attachment offers value over brand attitude strength in predicting (1) consumers’ intentions to perform difficult behaviors (those they regard as using consumer resources), (2) actual purchase behaviors, (3) brand purchase share (the share of a brand among directly competing brands), and (4) need share (the extent to which consumers rely on a brand to address relevant needs, including those brands in substitutable product categories).

**Sales/Service-Oriented Courses at Other BYU Campuses**

BYU-Provo:

**BUS M 454 Professional Selling and Sales Management**
(3 Credit Hours: 3 Lecture Hours: 0 Lab Hours)
Fall; Winter
Prerequisite: BUSM 341; major status

Description: Concepts of professional selling and sales management including personal selling skills; strategic role of personal selling; organizing, directing, controlling, and evaluating the sales force.

BYU-Idaho:

**B 452 Sales and Negotiations**
(2.0 Credit Hours)
Fee: $16.00
Fall, Winter, Spring
Prerequisite: B 302, 322, 342, 362

This course is part of the Business Management Integrated Marketing Emphasis program.

An introductory and highly-participatory course covering the fundamental principles of effective professional selling and negotiations. Students will understand how to develop customer needs through use of the SPIN Selling Model. Other topics to be addressed will include career opportunities, pricing, compensation plans, and sales management. Through active learning students will understand and practice principles governing professional negotiations through the use of role-plays and a challenging simulation. Role-plays, case studies, and a simulation will be primary methods of class activity.
Business Management (BUSM)

180. Introduction to Commerce and Enterprise (3) (1st, F, W, Sp) The role of commercial enterprise in modern society, challenges inherent in starting and growing a business, core functions of management, exploration of career options. (Prerequisite: EIL completed)

199R. Service Leadership Internship in Business Management (1-3) (F, W, Sp, Su) Off-campus service learning. Activities related to the major and employment will be approved. Prior approval is necessary, a program coordinated by a faculty member and an on-site supervisor.

201R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience.

242. Ethics and the Legal Environment of Business (3) (1st, F, W, Sp) Ethical foundation and the legal environment of business; contracts; uniform commercial code related to sales, commercial paper and secured transactions; business organization; government regulations; property; bankruptcy, trusts, estates, insurance. (Prerequisite: Business Prerequisites)

Note: In order to enroll in upper-division courses, students must have completed the Business Prerequisites and apply to a Business Management or Hospitality and Tourism major.

301. Business Finance (3) (1st, F, W, Sp) The study of corporate financial decision making. Emphasis on cash flow, risk and return, ethics, agency, dividend policy, capital budgeting, working capital, and financial statement analysis. (Prerequisite: BUSM 320)

304. Principles of Marketing Management (3) (F, W, Sp) Introduces basic principles of marketing management, including customer and market analysis, segmentation, positioning, branding, pricing, distribution, marketing communications, relationships, global marketing and ethics. (Prerequisite: BUSM 320)

308. Entrepreneurship Practicum (3) (F, W) A practicum oriented course requiring the establishment of student teams to plan research, organize, start-up, run, and close an actual nonprofit business. (Prerequisite: BUSM 320)

310. Leadership and Management (3) (F, W) Fundamentals of management emphasizing organizational leadership, human resource management and teamwork. Core areas include: organizational structures, multicultural environments, decision-making, communication, and organizational change. (Prerequisite: BUSM 320)

320. Business Communication (3) (F, W, Sp) Written and oral communication skills, presentation techniques, and critical thinking. Emphasis on analysis and problem solving. (Prerequisite: ENGL 201)

325. Career Management (1) (F, W, Sp) Introduction to planning for career management: networking and communication skills, negotiation and effective strategies for managing a professional life, planning for career advancement. (Prerequisite: BUSM 180)

327. Human Resource Management (3) (1st, W) The trend toward a professional human resource management environment contributing to organizational objectives. Topics include recruitment, selection and placement, training, motivation and retention, compensation, performance appraisal, and employee security, work place environment, employee-management relations, auditing multicultural issues. (Prerequisite: Business Prerequisites)

361. Operations Management (3) (F, W) Principles and techniques of project management, forecasting,
365. Real Estate Finance (3) (W) This course provides an introduction to the financing of real estate. All aspects are covered including primary and secondary sources of mortgage capital; Government lending and guarantee programs; documentation; types of loans; underwriting; and the mathematics and income tax aspects of real estate finance. (Prerequisite: MATH 221)

371. Supply Chain Management (3) (F, W, Sp) Explore the management of supply chains to improve an organization’s overall supply effectiveness and efficiency. Topics will include the purchasing process, procurement cycle, purchasing research, relationships with suppliers, negotiation, information technology, and the concept of competitive advantages. (Prerequisite: BUSM 361)

375. Corporate Finance (3) (Sp) This course covers asset valuation, risk analysis, capital decision making, financial controls, application of financial principles, securities structure and pricing, capital generation and dividend policy. (Prerequisite: BUSM 301, ACCT 301; Recommend: ACCT 302)

381. Logistics Management (3) (F, W, Sp) Introduction to the role of logistics and transportation in the global supply chain and distribution channel. Topics will include system design, inventory management, distribution operation, carrier selection, freight transportation, warehousing, packaging, and material handling. (Prerequisite: BUSM 361)

390R. Special Topics in Business Management (1-3) (Variable)

399R. Internship in Business Management (1-12) (1st, F, W, Sp, Su) Credit for applied experience in business management. Prior approval must be obtained and coordinated by a faculty member and on-site supervisor.

401R. Leadership Practicum (1-2) (1st, F, W, Sp) Learn and apply leadership principles, guided by a faculty member, and evaluate leadership experience. (Prerequisite: BUSM 310.)

410. Investments (3) (F) Topics in financial markets, investments, portfolio theory, asset allocation, valuation, fixed-income securities, security analysis, and mutual funds. Discussion of financial markets, investment vehicles, asset allocation, risk analysis, evaluating performance, global considerations, buying and selling securities and tax implications of investing. Minor emphasis on career possibilities in the financial services industry. (Prerequisite: ACCT 232A, 232B, BUSM 301; Recommend: ACCT 301)

421. Integrated Marketing Communications (3) (F) Focus on integrated marketing communications, including advertising, public relations, sales, sales promotions, internet and word-of-mouth. Key outcome is developing an integrated marketing communications plan. (Prerequisite: BUSM 304)

422. Marketing Research (3) (F, W) This course focuses on central concepts, tools, and techniques of marketing research. Students design, execute and present a marketing research study. (Prerequisite: BUSM 304)

427. International Human Resource Management (3) (W—odd years, S—even years) Focuses on human resource activities: HR planning, staffing (recruitment, selection and placement), performance management, training and development, compensation, and industrial relations in a multinational context. Perspectives include host-country, home country, and other country categories and employees. Covers HR issues facing multinational corporations and comparative analyzes of international HR management. (Prerequisite: BUSM 310, 327)

including organization, market research, pricing, distribution, and promotion. Use made of case studies and guided student research in seeking solutions to practical marketing problems in an international environment. (Prerequisite: BUSM 304)

432. International Finance (3) (F, W, Sp) Financial aspects of multinational corporations operating within an international environment. Direct investment, foreign exchange, capital markets, exchange rates, etc. (Prerequisite: BUSM 302; Recommend: ECON 358)

457. Human Resource Development and Training (3) (F—even years, S—odd years) This course will address talent management, human resource development, and training. Students will develop a better understanding of strategic planning of human resources, succession planning, attracting and recruiting talent, employee retention, performance management, employee development and training, executive development and competition in international labor markets. (Prerequisite: BUSM 310, 327)

461. Quality Management (3) (Sp) (Prerequisite: BUSM 361)

467. Organizational Development and Change (3) (S—odd years) Addresses system wide applications to assess, develop, improve, and strengthen strategies, processes, and structures to achieve organizational effectiveness in constantly changing organizational environment. Additional topics include: nature of change, roles associated with leading and managing change, issues of organizational culture, design models, and organizational behavior challenges. (Prerequisite: BUSM 310 or PSYCH 321 for Organizational Behavior Minors (C- or better)

499. Strategic Management (3) (F, W) An integration of all the functional areas of business management with emphasis on analysis, decision making, and implementation. (Prerequisites: BUSM 242, 302, 304, 310, 320.)