

**GURU NANAK INSTITUTE OF TECHNOLOGY**  
**An Autonomous Institute under MAKAUT**  
**2022**  
**CLIENT RELATIONSHIP MANAGEMENT**  
**CS801E**

TIME ALLOTTED: 3 HOURS

FULL MARKS: 70

*The figures in the margin indicate full marks.**Candidates are required to give their answers in their own words as far as practicable***GROUP – A****(Multiple Choice Type Questions)**Answer any **ten** from the following, choosing the correct alternative of each question: **10×1=10**

		<b>Marks</b>	<b>CO No</b>
1.	(i) According to ____, CRM is an iterative process that turns customer information into positive customer relations a) Ronald S. Swift b) Stanley A. Brown c) Chris Todman d) Gartner Group	1	CO1
	(ii) Contacts with a customer can be managed by phone, fax and e-mail a) TRUE b) FALSE	1	CO1
	(iii) CRM helped in increasing customer satisfaction from order to end product. a) TRUE b) FALSE	1	CO2
	(iv) Although ____ was developed as a Linux program, it is compatible with Windows a) Telemation b) SAP c) Oracle d) PeopleSoft	1	CO1
	(v) A CRM system stores comprehensive information of a customer in a centralized way which is accessible anytime a) TRUE b) FALSE	1	CO3
	(vi) Which of the following options includes relationship management with external stakeholders in the value chain? a) Analytical CRM b) eCRM c) Collaborative CRM d) EAI	1	CO4

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|--------|---|---|-----|
| (vii)  | _____ are important to develop and evaluate the results of marketing interactions<br>a) Campaign management tools<br>b) Interfaces<br>c) Analytical tools<br>d) Data warehouses                   | 1 | CO1 |
| (viii) | Measuring customer satisfaction requires a set of activities such as preparing questionnaires, conducting surveys, and analyzing the results<br>a) TRUE<br>b) FALSE                               | 1 | CO2 |
| (ix)   | There are three phases of customer interaction<br>a) TRUE<br>b) FALSE   | 1 | CO1 |
| (x)    | There are three phases of customer interaction<br>a) TRUE<br>b) FALSE   | 1 | CO2 |
| (xi)   | Identify Prescriptions of Principled Negotiation<br>a) Separate the People from the Problem<br>b) Focus on Interests not Positions<br>c) Invent Options for Mutual Gain<br>d) All of the above    | 1 | CO1 |
| (xii)  | key attributes stand out in my mind as paramount to building effective client-consultant relationships<br>a) Trust<br>b) Relationship management<br>c) Clear communication<br>d) All of the above | 1 | CO3 |

**GROUP B****(Short Answer Type Questions)**Answer any *three* of the following. **3x5=15**

- |    |   | <b>Marks</b> | <b>CO No</b> |
|----|---|--------------|--------------|
| 2. | (a) Who is responsible for providing customer value and why?  | 3            | CO1          |
|    | (b) Why is it important to be aligned with the client?  | 2            | CO1          |
| 3. | (a) Explain how Customer Value is measured?   | 1            | CO3          |
|    | (b) Why is it said that the consultant's first job is to explore the context of the problem? To do so, what kind of questions might he or she might ask?  | 2            | CO4          |
|    | (c) What is meant by exploring the context of the problem? To do so, what kind of questions a consultant might ask?   | 2            | CO2          |
| 4. | (a) Explain what is meant by context sensitive communication and why it is important?   | 3            | CO1          |
|    | (b) Suppose you encounter a customer who feels they know what they want so well, they refuse to hear about any alternatives (even if there are options that might work better for them). How would you handle this situation? | 2            | CO1          |

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|----|-----|---|---|-----|
| 5. | (a) | What are the advantages of making detailed minutes of the meeting? How does it play a key role in consulting?                         | 2 | CO3 |
|    | (b) | Why is it advised to provide the agenda and any other supporting documentation to the attendees at least 24 hours before the meeting? | 3 | CO1 |
| 6. | (a) | What is the importance of sending out detailed minutes of a meeting?  | 3 | CO4 |
|    | (b) | Explain what is meant by Customer Value & who is responsible for providing it?  | 2 | CO4 |

**GROUP C****(Long Answer Type Questions)**Answer any *three* of the following.**3x15=45**

- |    |     |   | <b>Marks</b> | <b>CO No</b> |
|----|-----|---|--------------|--------------|
| 7. | (a) | What are the best practices to be followed when setting a meeting invite with a client? What can happen if the agenda is not written explicitly?  | 6            | CO1          |
|    | (b) | David is a consultant for a copper mining company. The mining company was vacillating about investing in a new copper mine located in Mozambique. David prepared a cost-benefit analysis for the plan and also projected revenues for next 25 years from mining the ore along with a break-even analysis. He wanted to present these findings to the client and sent out a meeting invitation whose subject read "Catch-up" and in the meeting agenda was written "CBA & Break-even Analysis". Half the intended audience declined the invite and the remaining half who accepted the invite were stumped at the numbers thrown towards them as they didn't totally anticipate it.<br><br>What was wrong in the meeting invitation? | 6            | CO2          |
|    | (c) | What should have been added in the meeting agenda instead to make the meeting more productive?  | 3            | CO1          |
| 8. | (a) | Explain what is meant by positional bargaining with an illustration.  | 3            | CO1          |
|    | (b) | Explain what is meant by principled negotiation with an illustration.   | 3            | CO3          |
|    | (c) | Igor was a consultant for a Fintech company based out of Houston. His client was a leading giant in the FMCG industry. As part of requirement gathering, client listed out various requirements which totaled upto 400 man-hours of development effort from company side. However, as per contracts this project only had 100 man-hours of build effort approved. This client was a strategic deal for the company and their satisfaction is of utmost priority. However, the company doesn't want its consultants to spend time on activities which doesn't add value to the project success. As a consultant, how will you handle this situation so that it is a win-win both for the client & the company?                       | 9            | CO1          |
| 9. | (a) | Who are the various stakeholders in a Project execution and relationship with which stakeholder is critical in project success?   | 4            | CO2          |
|    | (b) | Vladimir is a consultant for a Unicorn Fintech company based out of the suburbs of the USA. As part of his engagement, he needed to coordinate with two entities Client's business team and client's IT team. The business team which gives the different requirements and takes part in client testing and the IT team provides certain files required for this project. Each team has their own reporting structure   | 8            | CO1          |



and separate management. Currently Vladimir's project is stuck at a juncture where a deliverable from the IT team is critical for going ahead with the project and till we have it, the business team is handicapped to proceed forward. The IT manager says that there was another priority project happening in the company at the same time. Hence, he cannot commit to a date by when they can deliver the requirement.

What went wrong on the Project execution due to which Vladimir is at this crossroad?

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|-----|-----|--|----|-----|
|     | (c) | What needs to be done going forward to diffuse the situation?  | 3  | CO2 |
| 10. | (a) | Who is responsible for providing customer value and why?   | 5  | CO4 |
|     | (b) | Why is it said that the consultant's first job is to explore the context of the problem? To do so, what kind of questions might he or she might ask?                                   | 5  | CO4 |
|     | (c) | Perhaps a unique or unusual situation has arisen, and consultants do not have an immediate answer for the client about how to proceed. How would the consultant handle this situation? | 5  | CO1 |
| 11. |     | How does a good client rapport help in arriving at a win-win solution for both the client & consultant? Explain with a example   | 15 | CO2 |