

Supplier and customer relationship management (SRM / CRM)

Master's degree in: Supply Chain Management

Subject: Supply chain planning

Credits: 6 ECTS

Program: Master in Supply Chain Management

Modality: On-campus Full-Time

Semester: First

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

Index

1. Presentation	3
2. Program's learning outcomes.....	3
2.1. Knowledge.....	3
2.2. Skills	3
2.3. Competences	4
3. Subject's learning outcomes	4
4. Contents	5
5. Methodology	6
6. Grading system	6
7. Bibliography.....	8

1. Presentation

Supplier Relationship Management (SRM) and Customer Relationship Management (CRM)** are critical subjects in the training of professionals within the business field. These disciplines focus on the importance of establishing and maintaining strong, mutually beneficial relationships with a company's suppliers and customers, which directly impacts operational efficiency and overall profitability.

Effective SRM involves optimizing the supply chain, negotiating favorable commercial agreements, ensuring product and service quality, and promoting long-term strategic collaboration. On the other hand, CRM is centered on understanding customer needs and preferences, delivering personalized service, fostering customer loyalty, and maximizing satisfaction. This, in turn, drives increased sales and enhances the company's reputation.

Mastery of SRM and CRM enables organizations to streamline operations, reduce costs, minimize risks, identify new market opportunities, and improve their competitive positioning. By better understanding customer demands and supplier capabilities, companies can make more informed decisions that positively impact their overall performance.

Professionals skilled in managing supplier and customer relationships must have negotiation skills, effective communication, data analysis abilities, strategic vision, empathy, teamwork, and adaptability. These skills are essential for building solid, long-lasting partnerships and for understanding market needs and acting accordingly.

This subject is essential for training professionals who can strengthen business relationships, improve customer satisfaction, optimize the supply chain, and contribute to the sustainable success of organizations in an increasingly competitive and globalized business environment.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. Knowledge

- RAT 1 The graduate will be able to describe correctly complex supply chains and their adaptation to the organization's needs for permanent change.
- RAT 2 The graduate will be able to assertively identify developments in information technology applied to supply chain management.

2.2. Skills

- RAT 7 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT 8 The graduate will be able to apply digital technologies (at the right time) in their field of expertise.
- RAT 11 The graduate will be able to apply in an efficient way the keys of e-Commerce to the area of operations and logistics in a multi-channel environment.
- RAT 12 The graduate will be able to adequately coordinate individual and team efforts and skills for the correct development and fulfilment of operational objectives.
- RAT 13 The graduate will be able to recruit a human resources team in the projects under their responsibility, adequate to the expected results projection.
- RAT 14 The graduate will be able to develop the strategic vision necessary to visualize the supply chain and the different factors that interact in it.
- RAT 15 The graduate will be able to assertively interpret the complementary concepts of planning and execution in a practical and efficient manner.

2.3. Competences

- RAT 17 The graduate will be able to come up with innovative, creative and entrepreneurial solutions in professional situations.
- RAT 18 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 19 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 20 The graduate will be able to correctly design new supply chain projects that meet business objectives.
- RAT 21 The graduate will be able to restructure in an efficient way the teams of the company's functional departments involved in the supply chain.
- RAT 24 The graduate will be able to create in an effective way business models on the basis of the company's supply channel global strategy.

3. Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

RAM 7 The graduate will be able to effectively organize the operational and strategic management of customer relationships through the resolution of roleplays.

4. Contents

- **Topic 1: Procurement and Suppliers: Tactical and Strategic Management**
 - Strategic importance of supplier management in the context of procurement
 - Analysis and selection of suppliers
 - Supplier relationship management
 - Development of strategic alliances

- **Topic 2: New Technologies Applied to Procurement**
 - Procurement management systems (e-Procurement) and their integration into enterprise management systems (ERP)
 - Supplier management tools (SRM)
 - Data analysis and Big Data in procurement
 - Emerging technologies: automation and blockchain
 - Cybersecurity in the procurement environment

- **Topic 3: Effective Procurement Negotiation Techniques**
 - Strategies and tactics for negotiating with suppliers
 - Criteria for quality, price, reliability, and delivery capability
 - Legal and contractual aspects of supplier relationships

- **Topic 4: Procurement and Order Management Cycles**
 - Procurement and its importance in the supply chain context
 - Demand planning and order forecasting
 - Order management processes
 - Procurement strategies
 - Inventory management
 - Supplier evaluation and delivery performance

- **Topic 5: Operational and Strategic Management of Customer Relationships**
 - Understanding the customer
 - Customer lifecycle management
 - Customer relationship management tools (CRM)
 - Effective communication with the customer
 - Customer experience management
 - Loyalty strategies

Block 3: Final Evaluation Test	40 %
--------------------------------	------

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of "Not presented."

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.

- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

7. Bibliography

- Monczka, R.M.; Handfield, R.B.; Giunipero, L.C.; Patterson, J.L. (2021). Purchasing and Supply Chain Management: Strategy, Planning, and Operation," 7th Edition. Cengage Learning.
- Rigby, D.K.; Ledingham, D. (2004) Winning in Turbulence: Realtime CRM and Customer Strategy." Editorial: Harvard Business Press.
- Wisner, J.D.; Tan, K.C.; Leong, G.K. (2014). Principles of Supply Chain Management: A Balanced Approach. Editorial: Cengage Learning.