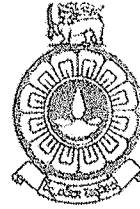


THE OPEN UNIVERSITY OF SRI LANKA
 FACULTY OF MANAGEMENT STUDIES
 BMSHONS IN MARKETING MANAGEMENT
 MMU5406 CUSTOMER RELATIONSHIP MANAGEMENT
 FINAL EXAMINATION – 2024/2025
 DURATION – THREE (03) HOURS



DATE: 29th NOVEMBER 2025

TIME: 01.30 pm – 04.30 pm

INSTRUCTIONS:

- PART 1 consists of a Compulsory case study carrying 40 marks.
- PART 2 consists of 4 questions. Each question carries 20 marks. You are required to answer Any Three (3) questions (60 marks in total).
- Marks have been mentioned at the end of each question.
- Start each answer on a new page.

PART 1: Compulsory Case Study (40 Marks)

Question 01. Case Study

CRM Practices at SereneLife Hospitals, Sri Lanka

SereneLife Hospitals is a mid-sized private healthcare provider with branches in Colombo, Gampaha, and Matara. Over the past decade, the hospital has grown steadily, but recent patient feedback has highlighted gaps in service consistency, appointment management, and follow-up communication.

To address these issues, the management implemented a new CRM system integrating patient registration, appointment scheduling, call-centre operations, laboratory reporting, and post-visit follow-up reminders. Through this system, the hospital now maintains a unified database containing patient demographics, previous treatments, medical history notes, and feedback records.

Within a year of implementation, SereneLife observed improvements in patient engagement. Doctors receive updated patient profiles before consultations, and front-desk staff can track recurring patients and their preferences. The marketing team uses CRM insights to design health-promotion campaigns for segments such as elderly patients, new mothers, and chronic disease groups.

Despite these improvements, departmental staff note challenges in adapting to the new system, especially in maintaining accurate data entry. Some clinicians are reluctant to rely on system-generated reminders, and management is concerned about long-term privacy and data-protection obligations.

- i. Based on the above case, explain how the newly adopted CRM could have enhanced patient experience and strengthened long-term relationships at SereneLife Hospitals.
(10 marks)
- ii. Discuss how customer data management within the CRM could support better operational decision-making in this hospital setting.
(15 marks)
- iii. Propose practical strategies the hospital can adopt to increase staff acceptance, improve system usage, and maximize the benefits of its CRM investment.
(15 marks)

(Total 40 Marks)

PART 2: Answer Any Three (3) Questions (20 Marks Each)

Question 02

"Modern organizations increasingly rely on CRM to help them understand customer behaviour and create more targeted, meaningful interactions. The ability to integrate customer data and generate actionable insights has become a defining feature of effective CRM usage".

- i. Explain using examples, how analytical CRM can support Sri Lankan organizations in identifying customer segments and shaping personalized communication strategies.
(10 marks)
- ii. Discuss how data-driven insights from CRM can help marketing planning and improve customer acquisition outcomes.

(10 marks)

(Total 20 Marks)

Question 03

“As CRM evolved from simple contact management to sophisticated systems that integrate marketing, sales, and service processes, businesses began to recognize the need for both strategic and functional CRM to work in alignment”.

- i. Compare the roles of *strategic CRM* and *functional CRM* in building long-term customer value.

(08 marks)

- ii. Illustrate how a business can successfully combine strategic and functional CRM to enhance customer satisfaction and loyalty using examples from the Sri Lankan context.

(12 marks)

(Total 20 Marks)

Question 04

“Customer retention and loyalty have become essential priorities as markets grow more competitive and customers demand personalized experiences across multiple touchpoints. CRM provides tools that support deeper relationships and consistent service delivery”.

- i. Explain how personalized communication and recognition contribute to building customer loyalty in the retail industry in Sri Lanka.

(10 marks)

- ii. Discuss how CRM-enabled loyalty programmes can help retail businesses in Sri Lanka strengthen their long-term competitive advantage.

(10 marks)

(Total 20 Marks)

Question 05

“CRM systems are widely used across various sectors of the Sri Lankan economy, from education and retail to hospitality and banking. These systems help organizations maintain a complete view of their customer base and support operational efficiency”.

- i. Discuss how CRM can support banking sector in Sri Lanka in improving service consistency and stakeholder engagement.

(10 marks)

- ii. Explain the importance of collaborative CRM in coordinating cross-departmental activities within banking sector in Sri Lanka and delivering a unified customer experience.

(10 marks)

(Total 20 Marks)

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