



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT

QUALIFICATION: HONORS IN MARKETING	
QUALIFICATION CODE: 08MARH	LEVEL: 8
COURSE CODE: CRM812S	COURSE NAME: CUSTOMER CARE AND RELATIONSHIP MANAGEMENT
SESSION: NOVEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	PROF. STEWART KAUPA
MODERATOR:	MS ROSINA SHIKONGO

INSTRUCTIONS	
1.	Question one is compulsory and must be answered by all.
2.	Choose any THREE questions from the remaining questions.
3.	Marks for each question are indicated at the end of each question
4.	Start each question on a new page
5.	Read all the questions carefully before answering.
6.	Write clearly and neatly.
7.	Number the answers clearly.

THIS EXAMINATION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1.1**[30 Marks]**

The SERVQUAL model was devised to identify the gap in perception between what the company believes it is delivering to customers and the perception in the mind of the customer. This model was devised with the aim of enhancing customer satisfaction when all the gaps are closed. Without the aid of a diagram (model) discuss the **SEVEN (7)** gaps identified by the Servqual model. In your discussion present how each gap can be closed in order to satisfy the customers.

QUESTION 1.2**[10 Marks]**

Discuss **FIVE (5)** criticisms levelled against the Servqual model as a tool aimed at measuring customer satisfaction.

QUESTION 2**[20 Marks]**

The creation of a customer centric culture within an organisation starts with having a team of loyal, dedicated and committed employees that have embraced an organisational citizenship behaviour. The creation and sustainability of this culture is not an easy task for top management. As a manager in an organisation discuss **FIVE (5)** key drivers of employee loyalty to an organisation.

QUESTION 3**[20 Marks]**

Explain, with the support of practical examples, any **FIVE (5)** barriers which prevent organizations from getting close to their customers.

QUESTION 4**[20 Marks]**

Customer relationship management (CRM) is the combination of practices, strategies and technologies that companies use to manage and analyse customer interactions and data throughout the customer lifecycle. Although companies are aware of the benefits that arise from a successful implementation of such a programme not all of them are able to design and implement a successful program.

Discuss any **FIVE (5)** characteristics of a successful customer relationship management program in an organisation. Support your answer with practical examples.

QUESTION 5**[20 Marks]**

Although some organisations still do not invest in customer care programmes, studies have shown that a comprehensive customer care programme impacts positively on the organisation and it can be used as a complement to other programmes that are aimed at building a sustainable competitive advantage for the organisation.

With this in mind discuss any **FIVE (5)** benefits or contribution of customer care programmes to the organisation. Support your answers with practical examples.

END OF QUESTION PAPER