

# Chartered Banker

Leading financial professionalism

## CALL CENTRE MANAGEMENT

### Assignment 2

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## Important Assignment Information

### ASSIGNMENT LENGTH

For assignments submitted on or after **1st September 2008**, there is a **maximum** word count of **2,500 words**.

From that date, if you fail to adhere to the maximum word count, a deduction will be made to your final assignment mark. Specifically, if you exceed the 2,500 limit, you will be deducted **1%** for every **100 words** or **part** of **100 words** over the limit.

For example, if you write a total of **2,614** words, a **2%** deduction will be made to your mark. For clarification, the word count includes all references and attached appendices.

### PASS COMPENSATION AWARD

In recognition of the importance attached to the assignments, an award of **Pass Compensation** will be made to you if you score between 45% and 54% in the final exam and if you complete the required assignment(s) under the following conditions:

1. The assignment mark must be 60% or above – where two assignments are required, then the average mark must be 60% or above **and**
2. Assignments must be in the hands of the Tutor **at least** one month prior to the **chosen examination date for each subject**.

For example, if you enrol to sit a **full** credit subject examination on **15<sup>th</sup> December**, you must have sent **both** assignments to your tutor by **15<sup>th</sup> November**.

Similarly, if you enrol to sit a **half** credit subject examination on **2<sup>nd</sup> March**, you must have sent the **sole** assignment to the tutor by **2<sup>nd</sup> February**.

Please also note the following:

- (a) Where an assignment is marked at less than 60%, this may show up as **'Fail'** in the web-based student record – this is purely with reference to the Pass Compensation award and does not necessarily mean it is a sub-standard submission
- (b) You are **not** permitted to **re-submit** an assignment in order to gain a higher mark
- (c) In the event that you fail an exam and have not completed the required assignment(s), you can subsequently complete the required assignment(s) – these will then count towards any re-sit examination undertaken. Submission dates for these assignments must comply with the relevant timescales as stated in **2** above.

**Please use an essay, or discussion style when answering the following four questions.**

### **Question 1**

You work in a large call centre of 150 agents and are the manager of an inbound team of 20 agents.

Your senior manager has been considering ways to improve the performance of teams and has asked the team managers to come up with some ideas. Your senior manager considers that by increasing the bonus system for rewarding agents, there should be a corresponding increase in agents' performance.

Explain why your senior manager's suggestion may not necessarily lead to improved agent performance.

Suggest other ways in which this objective could be achieved.

**(TOTAL 25 MARKS)**

### **Question 2**

Many of the activities in call centres are arranged around teams. What are the criteria for building and managing a successful team?

One of the roles of a call centre manager is to communicate with the team or teams. Senior management in your company is implementing a new organisational structure.

You have been asked to communicate this information to your team. Describe how you would do this. In your answer, discuss any issues which may arise when communicating this change to your team. How would you handle this?

**(TOTAL 25 MARKS)**

### **Question 3**

Your agents regularly attend formal one and two day workshops run by your company's training department on topics such as customer handling skills, dealing with difficult customers and time management.

However, you are not convinced that this is resulting in increased job competence amongst your agents. Evaluate different methods of measuring the success of formal training courses.

Suggest alternative ways that agents could develop and improve on the skill areas covered in the existing workshops.

**(TOTAL 25 MARKS)**

### **Question 4**

There are a number of different ways to manage performance in organisations.

Evaluate the different types of performance management systems which could be used in organisations.

In your answer, choose one system which you think is most appropriate to managing agent performance in the call centre.

**(TOTAL 25 MARKS)**

**TOTAL ASSIGNMENT MARKS – 100**