

4421-03 -301

Level 3 Award in Principles of Supervising Customer Service Performance in Hospitality, Leisure, Travel and Tourism

Sample paper			
Marking scheme			

Grading Criteria

Marks for Sections A and B are aggregated to calculate the final grade.
A minimum amount of marks -10 marks - are required to come from Section B.
To pass, the candidate must achieve 38 marks out of 55 marks (70%).
Please accept alternative reasonable/suitable answers.

Section A - 40 Marks

No.	Questions and Answers	Marks
1.	a) State one purpose of a customer charter/service offer	(1 mark)
	To set out the service standards So that customers know what to expect To explain procedures for complaints Transparency	
	1 mark each to a maximum of 1 mark	
	b) State two benefits to the staff of an organisation of having a customer charter. Staff know what the customer expects of them They can refer the customer to it It is a guide when dealing with complaints	(2 marks)
	1 mark each to a maximum of 2 marks	
	c) Give an example of a customer service standard.	(1 mark)
	Any example of a customer service standard, eg We will refund any purchase on production of the receipt within 3 months.	
	1 mark to a maximum of 1 mark	
	(Total of 4 marks)	
2.	State four benefits to an organisation of providing good customer service.	(4 marks)
	Customer loyalty Increased sales/profits Building good reputation Gives an edge over the competition Customers will pay extra for good service New custom through recommendation	
	1 mark each to a maximum of 4 marks	
3.	a) Briefly describe what is meant by a Key Performance Indicator (KPI). Key Performance Indicators (KPIs) – are specific and quantifiable measurements against a target.	(1 mark)
	1 mark to a maximum of 1 mark	
	Key Performance Indicators (KPIs) – are specific and quantifiable measure against a target.	

	b) State a purpose it could be used for and give an example. Used to monitor customer service against targets	(2 marks)
	To chart progress towards a target 1 mark to a maximum of 1 mark	
	Any suitable example, eg	
	number of calls answered within 5 rings in a call centre	
	number of repeat orders from customers	
	number of exam passes in an educational institution	
	1 mark each to a maximum of 1 mark	
	(Total of 3 marks)	
4.	Describe five responsibilities of a customer services supervisor in ensuring the team	(5 marks)
	provides a good service.	
	Lead by example Monitor team performance against targets/standards	
	Identify training needs	
	Appraise and feedback to staff	
	Encourage staff development Motivate	
	Communicate progress/targets	
	Ensure staff are informed and up to date	
	Assume responsibility when things go wrong	
	Implement improvements 1 mark each to a maximum of 5 marks	
5.	Identify one method of evaluating the customer service provision and describe how	(2 marks)
	this can be used to improve service.	(=)
	Internal Audit is a method of evaluation which can see what is working and what isn't, which then allows changes to be put in place.	
	Review of the Customer Service Process is a method of evaluation that can isolate what aspects of service need to be improved.	
	Customer feedback - Evaluation to enable improvements to customer service.	
	Analysis of complaints log – to identify areas of dissatisfaction. 1 mark each item and 1 mark each description to a maximum of 2 marks	
6.	State three ways a supervisor could develop a team.	(3 marks)
	Feedback on performance Monitor/assess performance	
	TNA	
	Arrange training sessions	
	1 mark each to a maximum of 3 marks	

	The following serves as an example; any other relevant theorist may be applied.			
	Α	В	Team Role	
		Shaper	Challenges the team to improve.	
	Action Oriented Roles	Implementer	Puts ideas into action.	
		Completer/Finisher	Ensures thorough, timely completion.	
	Daniela Orianta d	Coordinator	Acts as a chairperson.	
	People Oriented Roles	Team Worker	Encourages cooperation.	
		Resource Investigator	Explores outside opportunities.	
	The second of the second	Plant	Presents new ideas and approaches.	
	Thought Oriented Roles	Monitor-Evaluator	Analyses the options.	
		Specialist	Provides specialised skills.	
	One	e purpose from Team Role	r 1 mark each to a maximum of 3 marks e 1 mark each to a maximum of 3 marks Total of 6 marks	
8.	To motivate staff To improve staff ski To provide training To improve custom To rectify when thin To ensure new staff	on new equipment/proceder er service provision lgs go wrong meet expected standards continuous improvement	S	(3 marks)
9.	State two areas that so for each.	t staff may need to develo	p and identify a different way of doing	(4 marks)
	Communication skills- internal or external training or coaching Dealing with complaints – in-house training session, observation, work shadowing Identifying customer needs - in-house training session, observation, work shadowing Telephone techniques - internal or external training, on the job coaching IT skills – training course (Note: candidate must give 2 different methods) 1 mark for each skill and 1 mark for each method to a maximum of 4 marks			

10.	a) Identify two ways a supervisor could check that the team are providing good	(2 marks)
	customer service.	
	Customer feedback	
	Mystery shopper	I
	Complaints	
	Sales figures	
	1 mark each method to a maximum of 2 marks	
	b) Identify four ways of communicating information about their performance to the team.	(4 marks)
	Team meetings	
	Progress/target reports	
	Individual appraisal/performance review	
	Charts	
	Informally/ad hoc	
	Progress review meetings	
	1 mark each method to a maximum of 4 marks	
	(To	tal 40 Marks)
		sai 40 Marks)

Section B - 15 Marks

	You work as the supervisor of a small team that deals with front of house customer enquiries. You receive a phone call from Mr Edwards, a very angry customer, complaining about Debbie, your newest member of staff. Mr Edwards states that she kept him waiting, accused him of lying, refused to call a supervisor when he requested it and told him to 'go away' in no uncertain terms. He is demanding she is dismissed with immediate effect.	
1.	a) Describe two immediate actions that should be taken with the Mr Edwards. Apologise to customer Ensure all the facts and details taken from customer Explain that an investigation is necessary Promise to call customer back/reply once you have spoken to member of staff. 1 mark each method to a maximum of 2 marks	(2 marks)
	b) Explain three impacts such an incident could have on the organisation. Loss of customer if not solved satisfactorily Further loss of business if customer publicises the incident Reputation for poor service can be difficult to change Bad effect on other team members and the working relationships 1 mark for each method to a maximum of 3 marks	(3 marks)

2.	Describe two immediate actions that need to be taken with regard to the member of staff and outline three points that need to be discussed with her.	(5 marks)
	Need to contact member of staff to let them know there has been a complaint Set up formal/one-to-one meeting, in private	
	1 mark for each method to a maximum of 2 marks Ask for her version	
	Discuss reasons for any breach in customer service Identify problem	
	Agree a course of action	
	1 mark for each method to a maximum of 3 marks	
	Total of 5 marks	
3.	Describe three actions that could be taken to achieve customer satisfaction with Mr Edwards and explain two recommendations for action regarding Debbie. Apology – in writing if necessary Inform of action taken with regard to staff member Compensatory offer within organisational policy such as future discount 1 mark each method to a maximum of 3 marks	(5 marks)
	Formal warning depending on outcome of investigation Further training for Debbie Monitoring of future performance 1 mark each method to a maximum of 2 marks	
	Total of 5 marks	
	(Total 15 Ma	