

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 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	(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 1 mark each to a maximum of 2 marks	(2 marks)
	c) Give an example of a customer service standard. 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	(1 mark)
	(Total of 4 marks)	
2.	State four benefits to an organisation of providing good customer service. 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	(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 to a maximum of 1 mark	(1 mark)

	<p>b) State a purpose it could be used for and give an example. Used to monitor customer service against targets To chart progress towards a target</p> <p style="text-align: right;">1 mark to a maximum of 1 mark</p> <p>Any suitable example, eg</p> <ul style="list-style-type: none"> • 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 <p style="text-align: right;">1 mark each to a maximum of 1 mark</p>	(2 marks)
	(Total of 3 marks)	
4.	<p>Describe five responsibilities of a customer services supervisor in ensuring the team 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</p> <p style="text-align: right;">1 mark each to a maximum of 5 marks</p>	(5 marks)
5.	<p>Identify one method of evaluating the customer service provision and describe how this can be used to improve service.</p> <p>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.</p> <p>Review of the Customer Service Process is a method of evaluation that can isolate what aspects of service need to be improved.</p> <p>Customer feedback - Evaluation to enable improvements to customer service.</p> <p>Analysis of complaints log – to identify areas of dissatisfaction.</p> <p style="text-align: right;">1 mark each item and 1 mark each description to a maximum of 2 marks</p>	(2 marks)
6.	<p>State three ways a supervisor could develop a team. Feedback on performance Monitor/assess performance TNA Arrange training sessions</p> <p style="text-align: right;">1 mark each to a maximum of 3 marks</p>	(3 marks)

7.	<p>Identify three different types of personality and state why each would be useful in a team. The following serves as an example; any other relevant theorist may be applied.</p> <table border="1" data-bbox="233 405 1273 898"> <thead> <tr> <th data-bbox="233 405 499 454">A</th> <th data-bbox="499 405 794 454">B</th> <th data-bbox="794 405 1273 454">Team Role</th> </tr> </thead> <tbody> <tr> <td data-bbox="233 454 499 600" rowspan="3">Action Oriented Roles</td> <td data-bbox="499 454 794 504">Shaper</td> <td data-bbox="794 454 1273 504">Challenges the team to improve.</td> </tr> <tr> <td data-bbox="499 504 794 553">Implementer</td> <td data-bbox="794 504 1273 553">Puts ideas into action.</td> </tr> <tr> <td data-bbox="499 553 794 600">Completer/Finisher</td> <td data-bbox="794 553 1273 600">Ensures thorough, timely completion.</td> </tr> <tr> <td data-bbox="233 600 499 745" rowspan="3">People Oriented Roles</td> <td data-bbox="499 600 794 649">Coordinator</td> <td data-bbox="794 600 1273 649">Acts as a chairperson.</td> </tr> <tr> <td data-bbox="499 649 794 698">Team Worker</td> <td data-bbox="794 649 1273 698">Encourages cooperation.</td> </tr> <tr> <td data-bbox="499 698 794 745">Resource Investigator</td> <td data-bbox="794 698 1273 745">Explores outside opportunities.</td> </tr> <tr> <td data-bbox="233 745 499 898" rowspan="3">Thought Oriented Roles</td> <td data-bbox="499 745 794 795">Plant</td> <td data-bbox="794 745 1273 795">Presents new ideas and approaches.</td> </tr> <tr> <td data-bbox="499 795 794 844">Monitor-Evaluator</td> <td data-bbox="794 795 1273 844">Analyses the options.</td> </tr> <tr> <td data-bbox="499 844 794 898">Specialist</td> <td data-bbox="794 844 1273 898">Provides specialised skills.</td> </tr> </tbody> </table> <p>Accept any description that fits into A or B for 1 mark each to a maximum of 3 marks One purpose from Team Role 1 mark each to a maximum of 3 marks</p> <p style="text-align: right;">Total of 6 marks</p>	A	B	Team Role	Action Oriented Roles	Shaper	Challenges the team to improve.	Implementer	Puts ideas into action.	Completer/Finisher	Ensures thorough, timely completion.	People Oriented Roles	Coordinator	Acts as a chairperson.	Team Worker	Encourages cooperation.	Resource Investigator	Explores outside opportunities.	Thought Oriented Roles	Plant	Presents new ideas and approaches.	Monitor-Evaluator	Analyses the options.	Specialist	Provides specialised skills.	(6 marks)
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8.	<p>Identify three reasons for staff development.</p> <ul style="list-style-type: none"> To motivate staff To improve staff skills To provide training on new equipment/procedures To improve customer service provision To rectify when things go wrong To ensure new staff meet expected standards As part of a cycle of continuous improvement <p style="text-align: right;">1 mark each to a maximum of 3 marks</p>	(3 marks)																								
9.	<p>State two areas that staff may need to develop and identify a different way of doing so for each.</p> <ul style="list-style-type: none"> 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 <p>(Note: candidate must give 2 different methods)</p> <p style="text-align: right;">1 mark for each skill and 1 mark for each method to a maximum of 4 marks</p>	(4 marks)																								

2.	<p>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.</p> <p>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</p> <p>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</p> <p style="text-align: right;">Total of 5 marks</p>	(5 marks)
3.	<p>Describe three actions that could be taken to achieve customer satisfaction with Mr Edwards and explain two recommendations for action regarding Debbie.</p> <p>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</p> <p>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</p> <p style="text-align: right;">Total of 5 marks</p>	(5 marks)
(Total 15 Marks)		