**Managing BPO**

**Dec 2020**

**1. The success of Robotic Process Automation in a variety of sectors and industries, businesses globally are rushing to embrace it. And one among these is the BPO industry. "If a BPO provider is embracing benefits of RPA or any other transformative technology, they will have plenty of business whereas those who do not innovate will lose out and fall behind." Discuss the pros and cons of the contemporary technological advancement's impact on BPO sector**.

**Answer**: The level of outsourcing in organisations is constantly increasing. Outsourcing is becoming crucial to an organisation’s global competitiveness. It is part of an organisation’s overall business strategy. Hence, organisations need to consider outsourcing as another management discipline. They need to make the necessary investment in training, development and management tools required for outsourcing. Organisations that want to achieve success in outsourcing are identifying the best practices in the industry and benchmarking successful outsourcing initiatives. Organisations like Microsoft, General Motors and American Its Half solved only

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**2. A contract provides a framework for terms and conditions of the agreement, roles and responsibilities of both the parties, risks associated, expectations of the client, etc. To reach up to the common goal and mutual assent of the contract, the contract negotiation process is carried out. What are the steps involved in contract negotiation and the terms which are considered while monitoring the contract?**

**Answer**: **Negotiation**

Negotiation is considered as the best methodology for constituting the best business deal. It also helps in minimising risks that both parties may face in the outsourcing process. Pricing, contracting and negotiating involves establishing a working framework for an efficient business relation. Every company is different and every outsourcing deal in a company is different. There are standards for defining outsourcing contract’s terms and pricing but they vary from one company to another. There are no standards for defining the outsourcing contract’s terms and pricing. However, there are some popular contract structures, certain commercial terms always addressed in the contracts. Some consultants and lawyers also have certain modular contract structures

**3. XYZ Telecom wanted to structurally reduce the cost of its business operations while retaining focus on those activities that are core to its brand and growth. as part of this strategy, XYZ Telecom carried out an assessment of activities in its Finance directorate with a view to partner with a service provider. the scope of the outsourcing initiative included various processes within the Finance directorate such as accounts Payable, accounts Receivable, Procurement, Reporting, Credit Referral, Fraud, Billing and Commissions, data Management Office, Interconnect and Roaming settlement, Fixed assets, and Revenue accounting. XYZ Telecom was keen that the relationship with the chosen service provider should extend beyond mere cost arbitrage. With this view, three key business objectives were outlined as part of the outsourcing strategy:**

* **to drive operational efficiency to gain competitive advantage;**
* **to improve quality of service by allowing greater focus on value-add processes;**
* **to take decisive action to deliver cost savings and quality within the first year of partnership.**

**XYZ Telecom was clear that establishing a partnership relationship with the chosen service provider was the key to achieve these objectives. Hence, they set in place a very rigorous approach towards selecting the right partner which consisted of multiple vendor site visits and stringent capability analysis of the potential outsourcing partners.**

**a. Why is it essential to build a strategic business partnership model for XYZ Telecom in view of its outsourcing strategy?**

**b. What are the attributes which XYZ Telecom should prioritize while evaluating and selecting the right strategic partner for their outsourcing objectives?**

**Answer**: a) Outsourcing is a rapidly growing aspect of the world economy of today. It is estimated that the global spending on outsourcing will cross trillions of dollars. Usually, companies outsource for strategic, tactical and transformational reasons. Strategic reasons include enhancing business activities, gaining access to world class technologies and sharing risks. Managing operating cost is one of the tactical reasons for outsourcing. The main reasons for outsourcing are to bring faster solutions to customers and to achieve greater market share than the competitors. Outsourcing is not just about saving money. The aim behind outsourcing

must be to create a competitive edge and build a long-term, strategic partnership with the vendor.

**Need of strategic business**