**Managing Business Process Outsourcing**

**September 2022 Examination**

**Q1. BPO is often considered to be a high-risk project for an organisation. Every organisation will face certain risks that need to be evaluated and for which appropriate mitigation measures need to be determined.**

**List out the various risk factors involved in outsourcing of Call center for customer support process and digital marketing to a BPO for a Automobile manufacturing company. (10 Marks)**

**Ans 1.**

**Introduction.**

Providing good customer service is a key component to maintaining the ongoing success of your company, therefore, call centers employ a different set of strategies in every organization. This strategy is set to achieve one common goal which is to deliver exceptional customer service experiences. The alternative is embracing cloud computing where a different organization managesits call centers that are cloud calling. This is a type of unified communication as a service (UCaaS) that offers voice communication through a third-party host thus replacing the need fora collection of technologies that may include traditional office telephone, softphones,and private branch exchange (PBX), and teleconferencing. This cloud

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**Q 2. Describe the conceptual model of BPO strategic partnering with reference to the following:**

**a. Readiness for outsourcing**

**b. Selection of an appropriate BPO partner**

**c. Tender negotiation (10Marks)**

**Ans 2a.**

**Introduction**

BPO is generally seen as the delegation of entire, or parts of, organizational business processes to a third-party provider including the hardware and software that supports those processes. An example is a leading company that is Paws and Whisker. They choose the best processes because in the organization there are those clients who understand or feel by the use of electronic mail will help them solve their issues while there are others that may prefer a live call. The process of Business Process Outsourcing (BPO) is the concept of hiring another outside business or company to fulfill a process that your business needs to operate.

**Q3. Banks have often built the majority of their technology solutions in-house in the past, this has changed gradually in recent years for a number of reasons, including costs, speed to market, and access to innovation and expertize. XDFL Bank's outsourcing-focused approach has been led by its desire to concentrate resources on meeting clients’ banking needs.**

**Part of a larger financial services group, the bank has a small but growing share of domestic household lending and retail deposit markets, with growth driven by marketing to the parent group’s clients and by generating new business. The bank serves customers via both digital channels and a branch network, with a particular focus on high levels of automation and investment in self-service delivery channels.**

**“Any bank’s systems must provide high availability, high levels of security and have the ability to cope with periods of high transaction volumes. Indeed, the ability of a bank’s underlying operating infrastructure to deliver on these expectations is critical to maintaining client trust," said the bank’s head of IT.**

**From an IT perspective, the bank’s strategy has been to outsource system support and development as much as possible: it brought in all of its 80—100 systems - from core banking to reporting to applications supporting its digital channels. This means the primary responsibility of its 30 in-house IT staff is to govern and manage relationships with third-party vendors.**

**The key reason for choosing an outsourcing strategy was to help the bank to focus on meeting customers’ banking needs; IT supports this aim, but it is not a core competence integral to the bank’s ability to serve customers.**

**“Rather than competing to recruit today’s developer skills, the bank decided it was better served hiring staff that can combine a number of skills, including developer experience, project and vendor management to ensure that we work effectively with third-parties to deliver superior banking services to clients,” explained the bank’s head of IT. The bank’s approach to service development is customer-driven and agile, which means it tends to make a lot of incremental changes on an ongoing basis, rather than launching big projects or releases. Despite only hiring around 30 in-house IT employees, the total number of people working on the bank’s IT infrastructure across all vendors runs into the hundreds.**

**a. Does XDFL Bank's approach on outsourcing give itself an advantage in terms of managing risk better? Justify. (5 Marks)**

**Ans 3a.**

**Introduction**

Banking services are perceived as commodities just like electricity and cellular services. Many customers do not decide where to bank, they begin to bank at an institution that is close at hand or one that is most convenient when they want to start an account. Where there is competition among institutions, there is a need for this institution to use a business procedure

**Q 3b. What would be the factors on which the success of the outsourcing endevour of the bank be most dependent on? Explain in brief. (5 Marks)**

**Ans 3b**

**Introduction**

Financial institutions delegates one or more project processes to an external provider that in term of Administrates, owns the selected processes based on measurable and performance metrics. Banks highly outsource processesto support the business acquisition and account servicing activities associated with the customer lending lifecycle. These processes are usually defined by industry analysts and advisors. Manufacturing industries may deal with a