

THE PROGRAMME

INTRODUCTION

The call centre is the critical link between an organization and its customers. The call centre industry today is catering to a wide variety of industries such as financial institutions, insurance specialists, utility companies, telecommunications companies, government services, and many other service industries.

OBJECTIVES

The PDCC programme is tailored to the needs of the call centre industry covering a comprehensive study on management, operations, people and customers. It equips the call centre executives with the knowledge, skill sets and mindset they will need to excel in their demanding and challenging role.

The programme is delivered in a combination of lecture, case study, role-play and discussion for a better understanding on call centre operations in both local and international settings. Participants will be able to visit some of the best-in-class call centres in the territory.

DESIGNED FOR

- ❑ Supervisors, team leaders and officers of call centres who wish to improve their overall call centre management knowledge and gain a recognized professional qualification
- ❑ People who would like to build a career within the call centre field of work
- ❑ Any one who is interested in learning more about the customer service industry

PROGRAMME STRUCTURE

The programme consists of 7 modules; with 30 face-to-face lecture hours for each module. It divides in 3 terms by 3 payments before the start of each term. A diploma will be awarded upon successful completion of the course.

FIRST TERM		
CC4  Effective Communications and Selling Techniques		CC6 Call Centre Management Essentials and Business Environment
SECOND TERM		
CC1  Call Centre Operations Management		CC2  Managing Employees in Call Centre
THIRD TERM		
CC5 Call Centre Technologies	CC3  Customer Relationship Management	CC7 Management Report



The course has been included in the list of reimbursable course for CEF purposes.

ADVANCEMENT PATH

PDCC graduates are eligible to apply for the following programmes:

Master's Degree

- **Master of Management in (Marketing Management, Management)**, offered in Hong Kong by Macquarie Graduate School of Management, Sydney in association with The Hong Kong Management Association, completed in 18 months.
(PDCC graduates without other qualifications and have a minimum of 5 years relevant work experience could apply the Master of Management via successful completion of the Postgraduate Diploma in Management, offered in Hong Kong by Macquarie Graduate School of Management, Sydney in association with HKMA)
- **Master of Business** offered in Hong Kong by The University of Newcastle, Australia in association with The Hong Kong Management Association.
(PDCC graduates without additional academic / professional qualifications should have substantial working experience including 8 years relevant management experience when they apply for the Master of Business programme)
- **Master of Science in Strategic Quality Management**, via distance learning and optional workshops, offered in Hong Kong by University of Portsmouth, UK in association with The Hong Kong Management Association.
(PDCC graduates without other higher academic qualifications are welcomed to apply provided they have a minimum of 3 years working experience in quality control/assurance environment, in any industry, preferably in management role)

Applicants are required to demonstrate proficiency in English in line with the criteria set by respective universities. Admission to academic institution is also on a competitive basis entirely at the discretion of the respective universities.

ADMISSION REQUIREMENTS

Applicants should fulfil the following requirements:

1. be secondary school graduates
2. at least 2 years of working experience

EXEMPTION

Applicants who have completed equivalent programme(s) offered by the HKMA or other institutions can apply for exemptions for up to 2 modules (Management Report is a non-exempted module) before the programme commences. Exemption application will NOT be accepted after the course has commenced.

FEE (each module)

HKMA Member: HK\$2,850
Non-member: HK\$2,980
Application Fee: HK\$ 200

* *Participants enrolling in module(s) / programme(s) commencing next year can enjoy the member rate only if they continue to subscribe for the HKMA membership the following year.*

LANGUAGE MEDIUM

Cantonese (Supplemented with English)

Course materials, mid-term assessments and final examinations will be in English.

SYLLABUS

CC1. Call Centre Operations Management

Contents

- I. Facilities Management**
 - Location Selection Issues
 - Floor Plan Design
 - Health, Safety and Security Issues
- II. Service Level/ Response Time, and Key Performance Indicators**
 - Choosing the right objectives
 - Setting service level and response time targets
 - Real-time management
 - Developing and selecting KPIs to measure the accessibility of the call centre and monitor individuals' performance
- III. Service Quality and Process Management**
 - Best practices of customer service
 - Design a service quality assurance programme
 - Manage the internal service process
 - Mystery shopping
 - Benchmarking
- IV. Call Monitoring**
 - Design a call monitoring form
 - Effective feedback systems
- V. Tools for Process Planning and Management**
 - Forecasting models
 - Staffing calculations and queue dynamics
 - Staffing rosters and scheduling principles
 - Call routing and team structure
- VI. Contingency Plan**

CC2. Managing Employees in Call Centre

Contents

- I. Supervisory Management**
 - Roles and responsibilities of a supervisor
 - Supervision and the management process
 - Leadership challenges in the call centre
 - Ownership of measurement
- II. HR Aspects and Practices in the Call Centre**
 - Principles of recruitment practice for the call centre
 - Rewards and recognition
- III. Motivation Tools for Continuous Improvement**
 - Coaching
 - Mentorship
 - Performance management system
- IV. Managing Team Dynamics**
 - Maintaining effective discipline
 - Resolving conflict
 - Influencing style, situation and techniques
 - Value individual differences and build productive relationship
- V. Train the call centre trainer**
 - Call centre specific training needs
 - Training delivery methods and skills
 - Elements of a call centre training strategy
 - Adult learning principles
 - Create an orientation programme
 - Evaluate training effectiveness
- VI. Change Management**
 - Implications of change on an individual, the team and the organization
 - Change strategies and implementation of change programmes
- VII. Work-life Balance**

CC3. Customer Relationship Management

Contents

- I. Customer Relationship Dynamics**
 - Key principles of customer relationship management
 - Value of customer satisfaction and loyalty
 - Call centre's role in customer relationship management
 - Drivers of customer expectations and how to and quantify them
- II. Customer Satisfaction Measurement**
 - Sources of customer satisfaction data
 - Compare survey methodologies
 - Identify contributors to customer satisfaction
 - Interpret customer feedback
 - Measurement from external parties and mystery shoppers programs
- III. Relationship-building Strategies**
 - Organizational objectives and the call centre objectives
 - Aligning people, process and technologies
 - Impact of organizational design
 - Building executive support
 - Establishing essential cross-functional networks of people and support
 - Communicating the value of the call centre to the organization

CC4. Effective Communications and Selling Techniques

Contents

- I. Effective Communications with Internal and External Customers**
 - Characteristics of communications
 - Components of a quality contact
 - Vocal elements
 - Active listening skills
 - Questioning techniques
 - Understand the needs of customers
 - Better Cantonese
- II. Managing Demanding Customers**
 - Strategies to handle difficult customers
 - Objection handling
 - Steps for effective complaint handling
- III. Effective Selling Techniques for Call Centre Officers**
 - Understand who's calling and why (segmentation)
 - Identify customer needs, resistance and buying signals
 - Selling solutions
 - Features and benefits
 - Closing
- IV. EQ Management**
 - Principle concepts in EQ
 - Manage emotion more effectively
 - Skill sets to improve EQ at work

CC5. Call Centre Technologies

Contents

- I. Technological Awareness**
 - History, extent and development of basic telecommunications and information systems
 - Development of call centre technologies and effect on business and individuals
- II. Call centre technologies**
 - Role and function of equipment components within the call centre
 - Existing and emerging technologies used in the call centre
 - Desktop tools and workflow
 - Data warehousing and data mining
 - Self-service systems
 - Internet and intranet applications
 - Quality monitoring and recording systems
 - Latest developments and trends
- III. Effective technology strategy**
 - Components of an effective technology strategy
 - Identifying, aligning and leveraging technologies and applications
 - Framework for specifying and selecting systems for the call centre
 - Technological implications and operational issues of a centralized, virtual or dispersed staff
 - Building a technology strategy and managing new implementations

CC6. Call Centre Management Essentials and Business Environment

Contents

- I. The Call Centre Business Environment**
 - Terminology, value and function of the call centre
 - The call centre's unique operational environment
 - The call center's emerging role
 - Understand market forces
 - The legislative framework regulating the industry
 - Call centre environment on the Mainland
 - Effective outsourcing partnerships
- II. Business practices and management principles**
 - Strategic business plan and related terms
 - The process of management
 - Manage and control project plans
 - Innovative principles and methodologies
 - Train the call center trainers
- III. Financial Principles and practices**
 - Key financial concepts
 - Interpret key financial statements
 - Develop annual operating budget

CC7. Management Report

Writing the report enables students to demonstrate their knowledge and skills in various supervisory functions while handling daily supervisory and administrative problems. They may write the report based on real-life situations within their own organizations.

Under the guidance of a report supervisor, students are required to complete a comprehensive management plan including a logical sequence of analysis, decision rationale, steps of implementation, control and financial projection.

Course contents of all modules are subject to change if required without prior notice.

COMPLETION OF THE PROFESSIONAL CERTIFICATE IN CALL CENTRE MANAGEMENT (PDCC)

Completion of ANY 4 modules of this programme with satisfaction in the requirements will be awarded the Professional Certificate in Call Centre Management.

COMPLETION OF A MODULE AND AWARD OF DIPLOMA

Satisfactory Completion of a Module

A minimum of 70% attendance is required for satisfactory completion of a module. Failure to do so will disqualify the student from sitting for the final written examination. Participants must obtain an aggregate of 50% at least in the mid-term assessment and the final examination. For the management report, the participant is required to achieve a pass grade in the report.

Completion of the Professional Diploma in Call Centre Management (PDCC)

Completion of the PDCC Programme requires a student to pass the continuous assessments and final written examinations of all seven modules after initial registration in three consecutive terms. A candidate who has satisfied all the requirements will be awarded the Professional Diploma in Call Centre Management.

Unsatisfactory Performance in a Module

On failing any one module at the first attempt, the student may sit once only for the remedial examination in the following term by paying a fee. Participants who fail the remedial examination are allowed to retake the module by paying full module fees.

However, the maximum time for participants to complete the whole programme is 2 years.

REIMBURSABLE BY CONTINUING EDUCATION FUND (CEF)

Name of Institution: HKMA CEF Institution Code: 300 CEF Course Code: 21Z07623A
CEF Course Title: "Call Centre Operations Management"; "Managing Employees in Call Centre"; "Customer Relationship Management" & "Effective Communications and Selling Techniques" (modules of the Professional Diploma in Call Centre Management)

These four modules have been included to be reimbursable under the CEF. Participants MUST submit their applications directly to the Office of the CEF before the commencement of the programme. For details, please visit the website: <http://www.info.gov.hk/sfaa/cef> or contact the CEF enquiry hotline: 3142 2277.

ENQUIRIES

To make enquiries, please call 2774-8501/2774-8500 (Customer Service Department) during normal office hours. For course details, please contact Ms Shirley Chan on 2774-8569 or Ms Victoria Lo on 2774-8528.