

Selection of interview
candidates for the
position of customer
service representa...



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BUSTER**

DECISION FRAMING OF THE DECISION Selection of interview candidates for the position service representative. **ALTERNATIVES** Candidates interviewed by the customer service manager.

CONSIDERATIONS

After inputs from the human resource manager, the customer service manager, and the incumbent customer service representative, the aspects of a suitable customer service representative for the job, listed in order of importance as indicated by the weight, is tabulated in the below table. A higher weighting indicates a higher degree of importance.

ConsiderationsWeight

- (1) Communication and telephone skills; 5
- (2) Number of years of experience as a customer service representative; 4
- (3) Knowledge about the company's service, products, and key persons; 4
- (4) Friendliness; 3
- (5) Professionalism, and 2
- (6) Education. 1

WEIGHING THE ALTERNATIVES

Construct a table, with the considerations or aspects of the qualities of a skilled customer service representative listed on the extreme left column. Leave a column for the weighting of each consideration. Then insert a column for each candidate. One candidate at a time, rate each candidate on a scale of -2 to 2 (i. e., -2, -1, 0, +1, +2) across all considerations. The rating indicates the compatibility of each candidate to the consideration. +2 indicates " highly compatible", +1 indicates " somewhat compatible", 0 indicates neither " compatible nor incompatible", -1 indicates " somewhat incompatible", and -2 indicates " highly incompatible". Then, for each

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candidate, calculate the assessment score for all the considerations. The assessment score for each consideration is calculated by multiplying the weight of each consideration with the rating of the candidate with regards to the consideration. Finally, sum up the assessment score across all the considerations to derive the total assessment score. Perform the same procedure for all other candidates. The table below illustrates a simplified scenario in which there are only 2 candidates interviewed. Insert additional columns as necessary. Candidate A should be hired as he/she has the highest total assessment score.

Considerations

Weight

Candidate A

Candidate B

Rating

Rating X Weight

Rating

Rating X Weight

Communication and telephone skills

5

2

10

0

0

Number of years of experience as a customer service representative

4

2

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8

-2

-8

Knowledge about the company's service, products, and key persons

4

0

0

2

8

Friendliness

3

1

3

2

6

Professionalism

2

-1

-2

0

0

Education

1

-2

-2

1

1

Total Assessment Score

17

7

DECISION 2

FRAMING OF THE DECISION

Selection of a printer to purchase to meet the company's printing needs.

ALTERNATIVES

Quotations received in response to a call for quotations by the company.

CONSIDERATIONS

After inputs from the employees and the facility manager, the aspects of a suitable printer, listed in order of importance as indicated by the weight, is tabulated in the below table. A higher weighting indicates a higher degree of importance.

ConsiderationsWeight

(1) Price5

(2) Ease of maintenance4

(3) Print quality4

(4) Support3

(5) Warranty2

(6) Ink usage1

(7) Aesthetics1

WEIGHING THE ALTERNATIVES

Construct a table, with the considerations or aspects of the qualities of a printer that the vendor should provide. Leave a column for the weighting of each consideration. Then insert a column for each printer. One printer at a <https://assignbuster.com/selection-of-interview-candidates-for-the-position-of-customer-service-representative/>

time, rate each printer on a scale of -2 to 2 (i. e., -2, -1, 0, +1, +2) across all considerations. The rating indicates the compatibility of each printer to the consideration. +2 indicates "highly compatible", +1 indicates "somewhat compatible", 0 indicates neither "compatible nor incompatible", -1 indicates "somewhat incompatible", and -2 indicates "highly incompatible". Then, for each printer, calculate the assessment score for all the considerations. The assessment score for each consideration is calculated by multiplying the weight of each consideration with the rating of the printer with regards to the consideration. Finally, sum up the assessment score across all the considerations to derive the total assessment score. Perform the same procedure for all other printers. The table below illustrates a simplified scenario in which there are only bids received for 2 printers. Insert additional columns as necessary. Printer A should be purchases as it has the highest total assessment score.

Considerations

Weight

Printer A

Printer B

Rating

Rating X Weight

Rating

Rating X Weight

Price

5

2

10

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0

0

Ease of maintenance

4

2

8

-2

-8

Print quality

4

0

0

2

8

Support

3

1

3

2

6

Warranty

2

-1

-2

0

0

Ink usage

1

2

2

2

2

Aesthetics

1

-2

-2

1

1

Total Assessment Score

19

7

If the new managers use the above two worksheets, the decisions " result" recommended by each worksheet will help them make objective and rational decisions.

The customer representative manager in the hiring process will not be biased by the primacy effect, the contrast effect, the halo effect, the similar-to-me effect, the harshness/leniency bias, the self-fulfilling prophesy bias, and the beauty bias (Fiske, 1999).

Similarly, the facility manager will not select a printer biased by his/her relationship with the vendor.

References

Fiske, P. (1999). Bias: Identifying, Understanding, and Mitigating Negative
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Insert the reference from the book Halpern here.