Questions on Chapters 1 and 2 of
CM – Call Center Management on Fast Forward,
Succeeding in Today’s Dynamic Inbound Environment
by Brad Cleveland and Julia Mayben, 1997

1. What are the authors' occupations?

2. What is ICMI?

3. Who was the founder of ICMI?

4. When was ICMI founded?

5. What is the purpose of the book?

6. Who developed the Erlang C queueing formula?

7. What precisely is the Erlang C formula?

8. What is a working definition of incoming call center management?
9. What is the first crucial step in call center management?

10. What is the precise definition of “service level” used in the book?

11. What are the nine steps of the systematic planning and management process for a call center?

12. What is an ACD?

13. What are the three components of call load?

14. Why are these three components of call load all that is required?

15. What is “volume”?
16. What are the two key resources to be determined in call center management?

17. What is the difference between “base staff” and “rostered staff”?

18. Why should the planning process be repeated for higher and lower service levels?

19. What are important new options (besides the telephone) for interacting with customers?

20. Why does the word “center” not adequately describe many modern call centers?

21. Why do the authors include “on fast forward” in their title?

22. Do the authors think that call-center management should be regarded as a profession?

23. Is this course aiming to prepare you to be a call-center manager?

24. What are the three driving forces in incoming call centers?

25. What is meant by “calls arriving randomly”?

26. Explain the difference between “random call arrivals” and “predictable call arrival patterns.”
27. How can we make the discussion of random arrivals more precise? Why don’t the authors do that?

28. What are three important implications of having random call arrivals?

29. What are “smooth traffic” and “peaked traffic” and how do they differ from “random traffic”?

30. Is peaked traffic the traffic that occurs during the peak hour of the day?

31. Describe the difference between typical customer reaction to visible and invisible queues.

32. How and when did Word Perfect make an invisible queue visible?

33. How can waiting in an invisible queue alter a customer’s service time?

34. What feature did Rockwell’s IQueue add to ACD’s?
35. What is a VRU?

36. How is an IVR related to a VRU?

37. What are the seven factors affecting caller tolerance to delay?

38. Why may a customer abandonment percentage, out of context, not be a good indicator of call-center performance?