

ITT Technical Institute
EC424
Technical Service Management
Onsite Course

SYLLABUS

Credit hours: 4

Contact/Instructional hours: 40 (40 Theory Hours)

Prerequisite(s) and/or Corequisite(s):

Prerequisites: GE117 Composition I or equivalent, TB143 Introduction to Personal Computers or equivalent, TB145 Introduction to Computing or equivalent

Course Description:

This course provides an overview of the knowledge, skills and abilities necessary for managing help desk professionals in providing technical service to the customer.

SYLLABUS

Instructor: _____

Office hours: _____

Class hours: _____

Major Instructional Areas

1. Managing a Contact Center
2. Customer Relationship Management
3. Contact Center Processes and Problems
4. Contact Center Human Resources

Course Objectives

1. Analyze the development of the contact center to improve skills in technical service management.
2. Demonstrate the techniques that will be put into place to achieve customer lifetime value in a contact center.
3. Analyze the steps to prevent a "Valley of Tears" in the workplace.
4. Create a leadership/management plan of action that will create an atmosphere allowing employees to motivate themselves.
5. Apply Best Practices to a given scenario in a contact center.
6. Analyze the role of various departments in a contact center.
7. Analyze the various elements required when implementing a successful Customer Relationship Management (CRM) program.
8. Develop a plan to set up and maintain a successful contact center.
9. Research information on the ITT Tech Virtual Library to analyze the various aspects of a contact center.

Related SCANS Objectives

1. Evaluate relevant information, and organize, maintain, analyze, interpret, communicate, and use applicable information.
2. Research controversial issues communicating primary issues and select and defend personal opinion.
3. Apply theoretical principles to current situation.
4. Analyze the data and ask questions to enhance comprehension.
5. Communicate and defend one's own values and beliefs.
6. Work cooperatively with others and contribute to group with ideas, suggestions, and effort.
7. Specify goals and constraints, generate alternatives, consider risks, and evaluate and choose best alternatives.
8. Know how technical, social and organizational systems work and operate effectively with them.

Teaching Strategies

This course is based on actual, day-to-day workplace scenarios. A mix of analogies, examples, and scenarios from the textbook, as well as other scenarios drawn from actual experiences, ITT Tech Virtual Library, and current events will be used that are based on real-life context. To help retain student interest and reinforce key concepts, every unit will include discussions. These will also help build your confidence and prepare you for the assessments.

Some of the strategies used in the course include:

- To set the context for the course, the first day of the class begins with an introduction session between you and your instructor.
- Analogy/scenario-based introduction is used for the class lectures. The analogy not only introduces the unit in an interesting manner, but also establishes the relevance of the lesson in the course.
- Discussion takes place by providing the case scenarios first followed by participation in the class discussions.
- Assessments for this course include Writing Assignments, Discussions, Analysis, Research Assignments, and Projects.

Course Resources

Student Textbook Package

- Schwartz, Lisa M., Lana M. Ruffins, and Natalie L. Petouhoff. *Reinventing Your Contact Center: A Manager's Guide to Successful Multi-Channel CRM*. Upper Saddle River, NJ: Prentice Hall, 2007.

References and Resources

ITT Tech Virtual Library

Log on to the ITT Tech Virtual Library (<http://www.library.itt-tech.edu/>) to access online books, journals, and other reference resources selected to support ITT Tech curriculums.

■ General References

- **Reference Resources > Project Management:**
 - Microsoft Project
A tour, list of features, and FAQs about Microsoft Project
 - Primavera Systems
Detailed information about Primavera Project Management software
 - Project Management Forum
An online source for global news and information related to project management
 - Project Management Institute
A not-for-profit project management professional association
 - The Project Management WWW Site
A collection of links to project management resources, tools, and news
 - StartWright Resources
A list of project management links
 - TechRepublic
Discussion and information about IT careers, technology topics, and IT products
 - TenStep Project Management Process
Describes a methodology for managing work as a project
- **School of Study > School of Business > Professional Organizations**
 - Association of Internet Professionals
 - CommerceNet (CN)
 - Cooperative Association for Internet Data Analysis (CAIDA)
 - Data Interchange Standards Association (DISA)
 - Online Privacy Alliance (OPA)
 - Project Management Institute (PMI)
 - Computer Security Institute
 - Information Technology Association of America (ITAA)
 - Information Technology Industry Council
 - Internet Society

- Transaction Processing Performance Council (TPC)
- Society for Information Management
- World Wide Web Consortium (W3C)
- Women in Technology International (WITI)

- **Books**

The following books are related to this course and are available through the ITT Tech Virtual Library> Books> Ebrary:

- Anderson, Kristin, and Carol Kerr. *Customer Relationship Management*. Blacklick, OH: McGraw-Hill Education Group, 2001.
- Feinberg, Richard, K. de Ruyter, and L. Bennington. *Cases in Call Center Management: Great Ideas (Th)at Work*. West Lafayette, IN: Purdue University Press, 2004.
- Fluss, Donna. *Real-Time Contact Center: Strategies, Tactics, and Technologies for Building a Profitable Service and Sales Operation*. Saranac Lake, NY: AMACOM, 2005.
- McKeown, Leslie J. *Retaining Top Employees*. Blacklick, OH: The McGraw-Hill Companies, 2002.
- Pepitone, James S., and Anne Bruce. *Motivating Employees*. Blacklick, OH: McGraw-Hill Professional Book Group, 1998.
- Roberts-Phelps, Graham. *Customer Relationship Management: How to Turn a Good Business into a Great One!* London: Thorogood, 2001.
- Rogers, Martha, and Don Peppers. *Return on Customer: Creating Maximum Value from Your Scarcest Resource*. Westminster, MD: Doubleday Publishing, 2005.
- Strouse, Karen G. *Customer-Centered Telecommunications Services Marketing*. Norwood, MA: Artech House, Inc., 2004.

- **Periodicals**

The following articles are related to this course and are available through the ITT Tech Virtual Library> Periodicals> EbscoHost:

- Stop the Revolving Door—Five Best Practices in Contact Center Agent Training
- Contact-Center Managers: The Backbone of Customer Care
- Technology Trends: Eyeing Efficiency
- Contact Center Knowledge Management—New Relevance and Best Practices for Today's Business Environment
- Motivate: Your Sales Force

- **Other Resources**

- Text of Public Law 107-204 (PDF)
http://frwebgate.access.gpo.gov/cgi-bin/useftp.cgi?IPaddress=162.140.64.88&filename=publ204.pdf&directory=/diskc/wais/data/107_cong_public_laws

All links to web references outside of the ITT Tech Virtual Library are always subject to change without prior notice.

Evaluation & Grading

COURSE REQUIREMENTS

1. **Attendance and Participation**
Regular attendance and participation are essential for satisfactory progress in this course.
2. **Completed Assignments**
Each student is responsible for completing all assignments on time.
3. **Team Participation (if applicable)**
Each student is responsible for participating in team assignments and for completing the delegated task. Each team member must honestly evaluate the contributions by all members of their respective teams.

Evaluation Criteria Table

Your final grade will be based on the following weighted categories:

CATEGORY	WEIGHT
Participation	20%
Writing Assignments	25%
Analysis	15%
Research Assignments	10%
Project	30%
Total	100%

Grade Conversion Table

Final grades will be calculated from the percentages earned in class as follows:

Grade	Percentage	Credit
A	90–100%	4.0
B+	85–89%	3.5
B	80–84%	3.0
C+	75–79%	2.5
C	70–74%	2.0
D+	65–69%	1.5
D	60–64%	1.0
F	<60%	0.0

Course Outline

Notes

- **Unit 1:** All the concepts will be covered in the class; therefore, the specified readings are merely for your reference.
- **For all units, except Unit 1:** It is recommended that you complete the readings before attending the class.
- In addition to general class participation and in-class activities, all discussion questions will be graded under the Participation evaluation category.

Unit #	Activities for the Unit
1—The Emerging Contact Center—Part I	<ul style="list-style-type: none"> • Content Covered <ul style="list-style-type: none"> ○ Chapter 1, “From Call Center to Contact Center,” pp. 2–10 ○ Chapter 2, “Managing the Customer Service Chain and CRM,” pp. 13–21 ○ ITT Tech Virtual Library> Books> Ebrary> Project Manager’s Spotlight On Change Management> Chapter 1, Managing Project Change, pp. 16–25 • Writing Assignment: 1 • Analysis: 1
2—The Emerging Contact Center—Part II	<ul style="list-style-type: none"> • Reading <ul style="list-style-type: none"> ○ Chapter 3, “The Contact Center Professional,” pp. 26–27 and 30–34—in-class reading ○ Chapter 4, “Managing Customer Lifetime Value,” pp. 37–39 and 40–48 ○ Chapter 5, “Putting Money Where Customer Lifetime Value Lives,” pp. 50–52 • Research Assignment: 1 • Analysis: 1
3—Barriers to Excellence in a Contact Center—Part I	<ul style="list-style-type: none"> • Reading <ul style="list-style-type: none"> ○ Chapter 6, “CRM Growing Pains,” pp.56–65 ○ ITT Virtual Library> Books> Ebrary> Computer-to-Telephony Integration (CTI)> Chapter 6, “Computer-to-Telephony Integration (CTI),” pp. 72–89 • Writing Assignment: 1 • Research Assignment: 1 • Analysis: 1
4—Barriers to Excellence in a Contact Center—Part II	<ul style="list-style-type: none"> • Reading <ul style="list-style-type: none"> ○ Chapter 7, “Effects of Change—The Valley of Tears,” pp. 68–72 ○ Chapter 8, “Stress: A Hidden Barrier to Excellence,” pp. 75–79 ○ Chapter 9, “Recognizing Ineffective Teams,” pp. 82–86 • Analysis: 1 and 2
5—The Motivated Contact Center—Part I	<ul style="list-style-type: none"> • Reading <ul style="list-style-type: none"> ○ Chapter 10, “Conscious Leadership: Creating A Motivating Environment,” pp. 90–98 ○ Chapter 11, “Identify Motivators in Ten Minutes: A Conscious Coaching Tools,” pp. 101–109 • Analysis: 1 • Research Assignment: 1
6—The Motivated	<ul style="list-style-type: none"> • Reading

Unit #	Activities for the Unit
Contact Center—Part II	<ul style="list-style-type: none"> ○ Chapter 12, “The Conscious Coach: Show ‘Em Who Cares!” pp. 112–117 ○ Chapter 13, “Early Involvement in Organizational Choices,” pp. 121–129 ● Writing Assignment: 1 ● Project Part 1
7—The Motivated Contact Center—Part III	<ul style="list-style-type: none"> ● Reading <ul style="list-style-type: none"> ○ Chapter 15, “Performance Management Made Easy: C.A.R.I.N.G.” pp. 139–152 ○ Chapter 16, “The Physical Office Environment—A Motivator,” pp. 155–159 ● Research Assignment: 1 ● Writing Assignment: 1
8—The Motivated Contact Center—Part IV	<ul style="list-style-type: none"> ● Reading <ul style="list-style-type: none"> ○ Chapter 14, “Other Departments Affect a Contact Center,” pp. 132–136 ○ ITT Tech Virtual Library> Books> Ebrary> Salehnia, Ali. Ethical Issues of Information Systems. Hershey, PA: IRM Press, 2002> Chapter 17, “Strategic and Ethical Issues in Outsourcing Information Technologies,” pp. 232–248 ● Research Assignment: 1 ● Writing Assignments: 1 and 2 ● Analysis: 1
9—Best Practices in Multichannel Contact Centers—Part I	<ul style="list-style-type: none"> ● Reading <ul style="list-style-type: none"> ○ Chapter 17, “Customer Interaction Management and Planning: For Multichannel Contact Centers,” pp. 164–181 ○ Chapter 18, “Contact Center Benchmarking: A Best Practice,” pp. 183–193 ● Writing Assignment: 1 ● Project Part 2
10—Best Practices in Multi-channel Contact Centers—Part II	<ul style="list-style-type: none"> ● Reading <ul style="list-style-type: none"> ○ Chapter 19, “Increasing Emotional Intelligence with Work-Style Assessments,” pp. 196–202 ○ Chapter 20, “SP3M—<i>Measure, Market, and Manage Your Contact Center Results</i>,” pp. 205–214 ● Project Part 3
11—Best Practices in Multi-channel Contact Centers—Part III	<ul style="list-style-type: none"> ● Reading <ul style="list-style-type: none"> ○ Chapter 21, “Understanding Customer Lifetime Value—A Best Practice,” pp. 216–227 ○ Chapter 22, “Coaching Best Practices For Contact Center Leaders,” pp. 229–237 ● Project Part 4 ● Writing Assignment: 1