PLACE

Class sessions will be held in 110 Joseph M. Bryan School of Business and Economics.

TIME

6:30 p.m. to 9:20 p.m. on Tuesday.

FACULTY MEMBER

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472, Joseph M. Bryan School of Business and Economics
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APPOINTMENT TIME

9:30 p.m. to 10:30 a.m. on Tuesday and Thursday and by appointment. You are encouraged to stop in during office hours to talk about any problems or suggestions you may have concerning the course.

DESCRIPTION OF THE COURSE

Management challenges and methods for insuring quality and providing information technology services including training, system maintenance, user support, system evolution, and leadership. Throughout the course IT refers to information technology.

PRE-REQUISITE COURSES

Admission to the MSITM program, or permission of the MSITM.

READING MATERIALS


NOTE: There are several articles listed in the syllabus for different weeks. Most will be available on-line. Check the schedule often. Read the articles before coming to class. Anyone who is not prepared to discuss the articles in class will lose points from their participation score.
GRADING

Grades are based on the following "absolute" scale (i.e., there will not be any "curving").

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<th>Percentage</th>
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<tr>
<td>mid term</td>
<td>25</td>
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<td>Final Exam</td>
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<td>Literature Review Paper</td>
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<td>Service Center Audit</td>
<td>20</td>
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<td>Class participation and contribution</td>
<td>10</td>
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<td>TOTAL</td>
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90 -100 = A, 80-89 = B, 70-79 = C, 60-69 = D, <60 = F

IN-CLASS WRITTEN EXAM

The in-class exams are closed-book, and closed-notes. The exam content will be drawn from the text book, specific journal articles, and class discussions using the objectives listed in the schedule of sessions as a general guideline.

WITHDRAWAL

The last date to drop courses without receiving academic penalty is October 18th, 2004 (Friday).

Support Center Audit

Each student group (consisting of two students) is to conduct a quality audit of the service center of a local firm. Each student group is encouraged to develop a service center checklist as we progress through the course. This approach will not only reinforce your learning, but also distribute the work associated with the term project more evenly over the semester. Each group will develop a checklist of items, policies, and procedures that are recommended for quality service. The class will work together to combine these ideas into a single instrument that will be used by all groups.

Each group will perform the audit and write a paper describing the results and making specific recommendations for improvement. The paper should be typed (maximum 12 point size lettering), double-spaced on 8.5" by 11" paper, and appropriately paginated. No minimum or maximum length is specified, although the papers are typically 10 to 15 pages long. Cover the topics thoroughly, but efficiently. Do not add verbiage for the sake of length. Include diagrams, photos, sketches, or other types of illustrations that will clarify your presentation.

Each student group should be prepared to discuss its term paper in class. Each presentation (lasting not more than 15 minutes) will be followed by a 5 minute question/answer session. The discussion should focus only on the highlights of the paper. Refrain from regurgitating the written paper (in its entirety) in your presentation.

The Audit paper and discussion will be graded on organization, thoroughness, insight of analysis/recommendations, written communication and class presentation skills. It is highly recommended that a project management approach be taken for ensuring the timely completion of the project. The cover page should also include number and title of the course, title of the assignment, and name(s) of the student(s).

TERM PAPER
Each student is to write a paper on one aspect of managing information technology services. This would entail a good review of the literature (of at least 5-10 articles and/or books) on that subject and an analysis of that aspect as it relates to the organization. Examples of journals that could be referenced include MIS Quarterly, Journal of Management Information Systems, Decision Sciences, Information Systems Research, Industrial Management & Data Systems, Information & Management, Computer World, Information Week, Quality Progress, Management Science, The Journal of Computer Information Systems and the like.

More details about the term paper will be presented in class by the instructor.

CLASS PARTICIPATION AND CONTRIBUTION

Each student should be prepared for an insightful discussion of all aspects of the material assigned for each class session, be it text and/or cases. Students should be prepared to answer questions, discuss mini-cases and cases, and comment when called upon to do so in the class. Students will be evaluated at each session on the quality (not quantity) of their participation/contribution. Class contributions/participation points will be accumulated based on how perceptively a student analyzes the situation being studied, the usefulness of the observations and suggestions made by the student, and the student's ability to put across ideas with clarity and conviction. Class attendance alone will not directly count towards the points to be accumulated through class participation/contribution. However, poor attendance will dramatically reflect in a student's participation/contribution grade. That is, a student cannot participate/contribute if absent from the class.

RE-EXAMINATION POLICY

As a rule, re-examinations will not be held. Absence from the in-class written examination due to illness, summons to jury duty, or any other compelling reason should be backed by the appropriate documents (e.g., medical certificate, etc.) in order to qualify for a re-examination. If possible, meet/talk with the professor before missing the examination to discuss the circumstances.

PEDAGOGIC APPROACH

Lecture presentations, video films, and case analysis will be used. The "lecture" sessions will rely on the socratic method to the extent possible. Each student should be prepared to discuss the assigned readings/cases for each class session. The assigned questions given in the memorandum of understanding (MU) are only for the purposes of developing your thoughts on the subject. They are not representative of the type of question(s) that can be expected on the exam. The list of questions is not an exhaustive one. The MU provides a general plan for the course; deviations may be necessary.

COGNITIVE COURSE OBJECTIVES

Upon completing the course, the student should be able to:

1) Understand the challenges faced by IT service managers of today.
2) Discuss the role of competitive priorities for enhancing IT service in the organizational value chain.
3) Elaborate on issues related to the setting up and operating an IT service center.
4) Describe the Problem Management Process model.
5) Understand the role of service level agreements and problem management in terms of the internal customer relationship model.
6) Measure quality and productivity in IT services.
7) Understand the essentials in designing an effective IT service delivery system.
8) Detail out the approaches to be taken in recruiting and retaining quality IT personnel.
9) Understand the importance of leadership in providing quality service.
10) Elaborate on the mechanisms of IT security and disaster recovery management.

TECHNOLOGY APPLICATIONS

There would be extensive coverage of the issues relating to managing information technology services in the course.

ETHICAL PERSPECTIVES

Ethical issues are fairly closely tied to information technology services. There would be some coverage of these ethical issues as they relate to the course.

GLOBAL PERSPECTIVES

Global perspectives are becoming more and more relevant in all economies. There would be some coverage of these global perspectives in this course.

POLITICAL, SOCIAL, LEGAL, ENVIRONMENTAL, AND REGULATORY ISSUES

Political, social, legal, environmental, and regulatory issues, to the extent applicable, will be covered in this course. It is anticipated that the coverage would be minimal.

IMPACT OF DEMOGRAPHIC DIVERSITY

The impact of demographic diversity is germane to the study of information technology services. There would be some coverage of this issue in the course.
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<th>SESSION #</th>
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<th>TOPICS AND ASSIGNMENTS</th>
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<td><strong>SCHEDULE OF SESSIONS</strong></td>
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<td>**SESSION #</td>
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<td>10/18</td>
<td>INTRODUCTION TO MANAGING INFORMATION TECHNOLOGY SERVICES</td>
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<td>USER SUPPORT SERVICES</td>
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<td>1) Describe the procedure in setting up an IT service center (help desk/information center/service center). What are the potential problems that need to be looked into for ensuring an effective IT service center?</td>
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<td>3) Differentiate between the Immediate Response Model and the Managed Response Model.</td>
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<td>4) Describe the manner in which a service catalog helps the organization.</td>
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<tr>
<td>2</td>
<td>10/25</td>
<td>MEASURING THE QUALITY OF IT SERVICES</td>
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<td>Articles:</td>
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<td>d) Van Dyke, T.P. (Forthcoming) A Conceptual Model of Service Quality for Information Systems Providers.</td>
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<td>1) Discuss the Parasuraman, Zeithaml, and Berry (1985) Model as it relates to IT services.</td>
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<td>2) Critique the SERVQUAL instrument for IT services used by Pitt, Watson, and Kavan (1995). How can the instrument be improved?</td>
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<td><strong>Development of a Service Center Audit Checklist</strong></td>
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1) Elaborate on the mechanisms of customer feedback on IT services
2) Describe the problem identification model for an internal service center. How is it different from the single point-of-contact model for problem identification?
3) Elaborate on the primary goals of customer validation process.
4) Differentiate between informal and formal customer validation processes.
5) Enumerate the key goals and data required for problem logging.
6) Describe in your own words the service request category hierarchy and elaborate on how prioritizing of service requests relates to it.
7) Explain your opinion about Bob’s Advice in “Helpless Helpdesk”.

SESSION # DATE TOPICS AND ASSIGNMENTS

4 11/8 IT SERVICE DELIVERY AND CONTINUOUS IMPROVEMENT IN IT SERVICES
W Chapter 7 (Service Delivery).
W Chapter 8 (Knowledge Capture and Sharing).
W Chapter 9 (Management, Review, and Oversight).


1) Describe in your own words the problem determination process. How do Tier-1, Tier-2, and Tier-3 problem solving processes relate to that?
2) Compare and contrast multiple- and single- help desks.
3) Explain the concept of escalation. What are the key Initial Response Time (IRT) considerations in escalation?
4) Elaborate on the Tier-1, Tier-2, and Tier-3 problem management responsibilities.
5) Describe in your own words the concept of service ticket ownership.
6) Elaborate on the knowledge capture process. How does it relate to the process of continuous improvement?

5 11/15 Mid term Exam
Guest Presentation
PERFORMANCE MEASUREMENT AND SERVICE LEVEL AGREEMENTS
W Chapter 10 (Service Level Agreements).
W Chapter 11 (Service Center Tools).
Mini-Case: Managing Expectations at Security Pacific.
Help Desk and Consolidated Service Desk Systems and Software: Overview


1) Discuss the following article:
2) Based on the facts provided in the mini-case on Security Pacific, evaluate the Management by Results program at that company.
3) Elaborate on input measures, process measures, output measures, and outcome measure in providing IT services.
4) Discuss the different performance measures that could be used by the IT services function with regard to customer satisfaction, help desk/service center, etc.
5) Outline the contents in a service level agreement.
6) Discuss the pros and cons of using the different tools for accessing the service center, service delivery tools, proactive monitoring tools, and customer enabling tools.

For a detailed study of SLAs, see the Gartner Group White Paper on Service Level Agreements.

**Research Paper is Due**

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<td>7</td>
<td>11/29</td>
<td>LEADERSHIP and its effect on IT Success</td>
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<td>STAFFING THE IT TEAM</td>
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<td>Pre Employment Testing: <em>Assessment tests can take the guesswork out of hiring</em></td>
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MOTIVATING THE IT PERSONNEL
Chapter 12 (Motivation).

TRAINING
Measuring the ROI of Training
Use Training to Attract and Retain Talent
Service Center Audit Due

8  12/6 or 12/13  FINAL EXAM