About the Instructor

Frank Q. Fu, PhD
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Email: fuf@umsl.edu
Office: 1301 SSB Tower
Virtual Office Hours: 1-2pm Thursday
In-Person Office Hours: by appointment

About this Course

Course Description

The aim of the sales management course is to provide an understanding of how selling is critical to the success of marketing. The course will promote critical thinking skills as well as practical selling skills needed in a competitive marketplace. Course topics include, among others, selling principles & techniques, understanding of the tasks and roles of the sales manager, the management of sales professionals within an organization, developing and applying effective persuasive communications, creating a vision, developing and implementing a sales-team strategy, structuring sales-force, designing and assigning territories, recruiting, training, motivation and evaluating salespeople, methods of compensation, and forecasting sales. The emphasis will be on ways that the sales-force can be molded to build long-lasting relationships with customers through the systematic analysis and solution of customer's problems.

Goals of the Course

This course teaches students the SPI Methodology, a systematic and empirically tested approach, to improve sales, marketing, and business performance at individual, departmental, and organizational levels. The educational goals include enhancing students’ analytical and communication skills, improving their decision making capabilities, and ultimately advancing their careers in sales management and related areas. The course emphasizes learning by doing. Instead of memorizing definitions and concepts, students will apply sales management principles and the sales performance improvement (SPI) methodology to solve real business problems. A combination of lectures, online discussions, and case analyses will be used to achieve the course objectives.

Instructional Strategies

This course will be delivered exclusively online (100%). I have divided the course into eight modules. Each module contains some combination of lectures, discussion forums, case studies, and homework.

Prerequisites

BA 3700 and BA 3600. (BA 3600 may be taken concurrently); A minimum campus GPA of 2.0.

Textbook

Teaching Philosophy and Expectations

*Tell me and I will forget. Show me and I may remember. Involve me and it’s mine forever.*

- Ancient Chinese Proverb

I love teaching! My teaching philosophy derives from my own experience as a student, a manager, and an instructor. In essence, I believe that the learning process is most effective when instructors (1) teach with passion, (2) create an enjoyable and safe environment, (3) involve students actively, and (4) maintain credibility. I believe that we college professors are facilitators in a life-changing process. With the business world becoming increasingly competitive, we impact our students’ lives by helping them acquire business acumen and embark on rewarding careers. I consider myself a bridge, a catalyst, and a disseminator in this process.

Meanwhile, I believe it’s your responsibilities to invest adequate time, energy, and effort into the learning process. After all, you are, and should be, the owners of this process. To ensure effectiveness of teaching and learning, I would like to set the following expectations for the class: 1) when I tell you, you should listen; 2) when I show you, you should pay attention; and 3) when I invite you, you should get yourself involved. Interaction should take place not only between you and the instructor, but also among your teammates and other students in the class. A significant proportion of your grade depends on a team case. Your contributions to the team case report and presentation will be carefully monitored and fairly evaluated.

Time Requirements:

If this course were offered on campus, you’d be in class 2.5 hours/week plus travel time. The online version is no different in terms of expectations for your involvement. This is an active online course that requires 3 hours of your time each week in addition to the time it takes you to read the required materials, watch the videos, and complete the assignments. That means that you need to plan to spend a minimum of 6 hours every week (up to 9-10 hours a week) on activities related to this course. If you are worried about your preparedness, consider taking the Online Readiness Survey to help decide if an online course is right for you.

Technology Requirements:

As a student in an online course, you are expected to have reliable internet access almost every day. If you have computing problems, it is your responsibility to address these or to use campus computing labs. Problems with your computer or other technology issues are not an excuse for delays in meeting expectations and missed deadlines for the course. If you have a problem, get help in solving it immediately. At a minimum, you will need the following software/hardware to participate in this course:

1. Computer with an updated operating system (e.g. Windows, Mac, Linux)
2. Updated Internet browsers (Apple Safari, Internet Explorer, Google Chrome, Mozilla Firefox)
3. Ability to navigate MyGateway (Blackboard Learning Management System)
4. Minimum Processor Speed of 1 GHz or higher recommended.
5. DSL or Cable Internet connection or a connection speed no less than 6 Mbps.
6. Media player such as VLC Media Player.
7. Adobe Flash player (free)
8. Adobe Reader or alternative PDF reader (free)
9. Oracle Java plugin (free)
10. Microsoft Silverlight plugin (free)
11. A webcam and/or microphone are highly recommended.
Assessment/Grading

Your final grade will be determined by:

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPI Team Case Part I Report (1)</td>
<td>5%</td>
<td>20</td>
</tr>
<tr>
<td>SPI Team Case Final Report (1)</td>
<td>15%</td>
<td>60</td>
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<tr>
<td>SPI Team Case Presentation (1)</td>
<td>10%</td>
<td>40</td>
</tr>
<tr>
<td>Online Discussions (2)</td>
<td>5%</td>
<td>20</td>
</tr>
<tr>
<td>Individual Case Report (3)</td>
<td>15%</td>
<td>60</td>
</tr>
<tr>
<td>Exam (2)</td>
<td>15%</td>
<td>60</td>
</tr>
<tr>
<td>Homework (8)</td>
<td>20%</td>
<td>80</td>
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<tr>
<td>Participation &amp; Professionalism</td>
<td>15%</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>400</strong></td>
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The final letter grades will be strictly based on the following scale.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points Received</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>372 – 400</td>
</tr>
<tr>
<td>A-</td>
<td>360 – 371</td>
</tr>
<tr>
<td>B+</td>
<td>348 – 359</td>
</tr>
<tr>
<td>B</td>
<td>332 – 347</td>
</tr>
<tr>
<td>B-</td>
<td>320 – 331</td>
</tr>
<tr>
<td>C+</td>
<td>308 – 319</td>
</tr>
<tr>
<td>C</td>
<td>292 – 307</td>
</tr>
<tr>
<td>C-</td>
<td>280 – 291</td>
</tr>
<tr>
<td>D+</td>
<td>268 – 279</td>
</tr>
<tr>
<td>D</td>
<td>256 – 267</td>
</tr>
<tr>
<td>D-</td>
<td>240 – 255</td>
</tr>
<tr>
<td>F</td>
<td>239 &amp; Below</td>
</tr>
</tbody>
</table>

*The UMSL Grading System is using a four-point scale. The grade value for each letter grade:
A = 4.0 A- = 3.7 B+ = 3.3 B = 3.0 B- = 2.7 C+ = 2.3 C = 2.0 C- = 1.7 D+ = 1.3 D = 1.0 D- = 0.7 F = 0

**EX = Excused DL = Delayed FN = Failure/Non-participation

** With earned extra credit points (if any), a student may be able to accumulate more than 400 points. If so, the letter grade will still be an A.
Midterm and Final Exams

- Both exams are open book and open notes. As indicated by an empirical study, college students learn just as much from open-book tests as they do from closed-book ones, but experience less test anxiety (Gharib et al. 2012, Psychology Research).
- Both exams will take place online. You may take the tests at one of the computer labs, library, testing center, your home or other places with reliable Internet connection.
- There will be NO make-up exam, except under extraordinary circumstances. If there are conflicts, please contact me as early as possible.

Sales Performance Improvement Team Case

A Sales Performance Improvement (SPI) Team Case is required for all students, which accounts for 30% of your grade (120 points in total). The team case submission consists of a Part I Report and a Final Case Report. In addition, you, as a team, will make a presentation based on your final case report using VoiceThread.

You, as a team, play the roles of sales management consultants. You will choose one of the Team Case Proposals posted on My Gateway and submit the Part I Report and Final Report.

SPI PART I REPORT (20 POINTS)

- You, as a team, need to go through the Team Case Proposals and pick one (and only one) proposal for your team case. You need to answer the questions below the case proposal and submit it as your Part I Report.
- You will earn up to 20 points if you submit the Part I Report by 7pm, Feb. 24, 2017.

SPI FINAL REPORT AND ORAL PRESENTATION (60 + 40 POINTS)

- After receiving your Part I Report, I will provide you with more data for subsequent analyses. A SPI Workbook and other tools for the team case will be provided.
- You, as a team, need to work on the SPI Workbook and submit it as your SPI Team Case Final Report.
- You will earn up to 60 points if you submit the Final Case Report by May 5, 2017 (at 7pm).
- You, as a team, are expected to make a 15-minute team oral presentation. You will produce a “VoiceThread” document based on your Final Case Report (A VoiceThread Template will be provided on MyGateway).
- Both your presentation and your report will be considered while grading the oral presentation. You will earn up to 40 points if you finalize the VoiceThread by May 5, 2017 (at 7pm).
Team Policies and Participation & Professionalism Grades

- The class will be formed into x teams. The teams then work together on SPI team case reports, oral presentation, and extra-credit team tasks (if available).
- Team members have the option to evaluate each other’s contribution at the end of the semester. These evaluations will then be used to determine your Participation & Professionalism Scores. Leadership behaviors and extra-role performance will be rewarded and free riders/slackers will be penalized.
- You do NOT have to fill out the Peer Evaluation Form if you believe all group members contribute equally.
- You are encouraged to make comments on VoiceThread documents posted in each module (via written, voice, or webcam). High quality comments enhance your participation grades. Your Participation & Professionalism Grades are also determined by your Online Professionalism.

Extra Credit Points

You may earn extra credit points to improve your grades by:

- Taking bonus quizzes and working on extra credit assignments (if available).
- Participating in academic research (if available).

These Extra Credit Points are as valuable as other points earned through individual cases, homework, exams, and team case, etc. They will increase your chance of earning a good grade.

Individual Case Analyses (60 points)

You are expected to work on and submit three case reports individually using the SPI Methodology. The three individual case analyses account for 15% of your total grade (20 points each, 60 points in total). The three cases are posted in the Individual Case folder. For your information, a sample case report will be posted.

In addition, we will discuss multiple cases throughout this semester. These cases will

- Help you integrate sales management theories and the SPI Methodology to real business challenges and opportunities.
- Expose you to a variety of industries, companies, and business practices.
- Enable you to participate in case discussion and articulate your opinions.

Homework (80 Points)

You will have homework for each of the eight modules (10 points each, 80 points in total).

- The homework covers all learning materials in a particular module.
- The homework may take the forms of True/False questions, multiple-choice questions, short essay questions, mini-case and/or other format.
- You need to complete and submit the homework by its due date.
Online Discussions (20 points)

- Throughout the semester, I will post two discussion topics on the discussion board of MyGateway. I will provide feedback via the Online Discussion Rubric (see below) to help you gauge your progress. Your grade is based on the quantity and quality of your comments.
- You need to submit your initial posting and reply to your classmates’ postings by their deadlines, respectively. You can find the expectations for quality of your postings in the Online Discussion Rubric. This activity is worth 5% of your grade.

Online Discussion Rubric*

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Exceeds Expectations</th>
<th>Meets Expectations</th>
<th>Developing Improvement</th>
<th>Needs Improvement</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Post</td>
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<tr>
<td>6 pts.</td>
<td>Use of analysis, synthesis and evaluation</td>
<td>4 pts. Use of comprehension and application</td>
<td>2 pts. Use of knowledge</td>
<td>1 pt. No clear evidence that readings were understood or even completed</td>
<td>0 pt. No postings throughout the week</td>
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<tr>
<td>Critical and/or creative contribution</td>
<td>Incorporates readings well into responses, demonstrating excellent understanding.</td>
<td>Exhibits some insights and understanding of course content, but may not ask critical questions of the readings or fellow students.</td>
<td>Repeats basic correct information related to discussion, but never contributed to the ongoing conversation.</td>
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<td></td>
</tr>
<tr>
<td>Makes insightful, critical comments on the readings and to fellow students.</td>
<td>May relate module’s issues to prior material covered in the course.</td>
<td>May respond to fellow students,</td>
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<tr>
<td>Contributes new information and identifies the source.</td>
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<tr>
<td>Reply(ies)/Question to Classmate</td>
<td>4 pts. Insightful question or reply to a classmate's post. Asks questions that extend the discussion and makes insightful, critical comments.</td>
<td>3 pts. Exhibits good insights and understanding of discussion questions.</td>
<td>2 pts. Repeat basic correct information related to discussion.</td>
<td>1 pt. Only agreed/disagreed but never contributed to the ongoing conversation.</td>
<td>0pts. Did not reply or question any classmates.</td>
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</tbody>
</table>
Course Policies

Online Participation and Professionalism

- It is vitally important that our classroom environment promote the respectful exchange of ideas. This entails being sensitive to the views and beliefs expressed during discussions whether in class or online. Please speak with me before recording any class activity. It is a violation of University of Missouri policy to distribute such recordings without my authorization and the permission of others who are recorded.
- Your success in this course will heavily depend on your ability to communicate, engage and participate in all course activities. Successful completion of this course requires that a student keep up with all assignments, coursework and discussions. Timely participation in online discussions is a very important part of this course and participation in these discussions, and other activities as assigned, is not optional. You are expected to prepare and post to discussions in a timely manner consistent with the requirements contained within the course syllabus and discussion rubric*.
- If you are unable to participate in the scheduled class activity or discussions, you must notify the instructor within the week of that class module or discussion. An unexcused failure to engage or participate with the class will be counted as an absence; unexcused absences may result in failure. The instructor reserves the right to make judgment to accept and/or make–up assignments missed because of failed participation in the course activities.

Online Discussion Protocol

- Participation in the course should maintain a positive work and learning environment, as outlined in the UMSL Student Planner:
  http://www.umsl.edu/~studentplanner/Policies%20and%20Procedures/positive.html
- Postings should be evenly distributed during the discussion week.
- Postings should be a minimum of three sentences, or one short paragraph, and a maximum of two paragraphs.
- Responses should be well written with proper punctuation, spelling and grammar.
- Avoid short one-word postings, for instance, “I agree,” unless accompanied by supporting statements from the readings or prior knowledge (work and life experience).
- Stay focused on the topic.
- Ask questions; challenge other postings that lack supporting evidence or present incorrect information.
- Encourage further discussion by building on current threads.
- Check your postings for responses from others and respond in kind.
- Use proper “netiquette”:

  *discussion rubric*
Online Class Netiquette/behavior

- Be self-reflective before you post an emotional response and reread what you have written to be sure it is positive. Think of your comments as printed in the newspaper. Your online comments will be seen, heard and remembered by others in the class.

- Use effective communication.
  - Avoid the use of all caps or multiple punctuation elements (!!!, ??? etc).
  - Be polite, understate rather than overstate your point, and use positive language.
  - If you are using acronyms, jargon or uncommon terms, be sure to explain them so everyone can understand and participate in the discussion.

- Ask for clarification to a point if you feel emotional from a classmate’s post. It is likely that you misunderstood his/her point. This strategy will also help you step away from the intensity of the moment to allow for more reflection.

- Sign your name. It is easier to build a classroom community when you know to whom you are responding.

- Foster community. Share your great ideas and contribute to ongoing discussions. Consider each comment you make as one that is adding to, or detracting from, a positive learning environment for you and your classmates.

- Be constructive. You can challenge ideas and the course content, but avoid becoming negative online. When you disagree politely you stimulate and encourage great discussion. You also maintain positive relationships with others with whom you may disagree on a certain point.

- Keep the conversation on topic by responding to questions, adding thoughtful comments about the topics at hand. Online dialogue is like conversation. If there is a particular dialogue going on, please add to it, but if you have something new to say, please post it in another thread.

- Define your terms. When using acronyms or terms that are particular to your field (or new to our course), please define them for others.

Attendance Policies

- “Present” in class for online courses is determined by participation in an “academically related activity,” i.e. submission of an assignment, making comments on Voice Thread, or discussion forum posting. The last day of attendance is the last day a student is academically participating in the online course.
- Documentation that a student has logged into an online class is not sufficient by itself to demonstrate academic attendance.
Academic Integrity/Plagiarism

- You are responsible for being attentive to and observant of University policies about academic honesty as stated in the University’s Campus Policies and Procedures in the Triton Manual (p. 30).
- Academic dishonesty is a serious offense that may lead to probation, suspension, or dismissal from the University. One form of academic dishonesty is plagiarism — the use of an author's ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by using any unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member (e.g., copying someone else’s answers on tests and quizzes). Unauthorized possession or distribution of academic materials is another type of academic misconduct. It includes the unauthorized use, selling or purchasing of examinations or other academic work, using or stealing another student’s work, unauthorized entry or use of material in a computer file, and using information from or possessing exams that an instructor did not authorize for release to students. Falsification is any untruth, either verbal or written, in one’s academic work. Facilitation is knowingly assisting another to commit an act of academic misconduct.
- **Plagiarism, cheating, and falsification are not acceptable.**
- All instances of academic dishonesty will be reported to the Office of Academic Affairs who will determine whether you will appear before the Student Conduct Committee for possible administrative sanctions such as dismissal from the university. The instructor will make an academic judgment about the student’s grade on that work in this course. The campus process regarding academic dishonesty is described in the “Policies” section of the Academic Affairs website.
- To avoid accusations of academic dishonesty, please submit all written work to the Turnitin System before finalizing what you submit for evaluation. Check information about The Writing Center @UMSL that is linked to MyGateway Home.

Title IX Policies

- Mandatory Reporting: Under Title IX, all UMSL faculty, staff, and administrators (with limited exception) are obligated to report any incidents of sexual harassment, sexual misconduct, sexual assault, or gender discrimination to the Student Affairs office and/or other University officials. This ensures that all parties are protected from further abuses and that victim(s) are supported by trained counselors and professionals.
- Note: There are several offices at UMSL (e.g., Counseling Services, Health Services, Community Psychological Service, Center for Trauma Recovery, and Student Social Services) whose staff are exempt from Title IX mandated reporting, when the information is learned in the course of a confidential communication.
Student Resources

Access, Disability and Communication
Your academic success is important. If you have a documented disability that may have an impact upon your work in this class, please contact Disability Access Services (DAS) immediately. Students must provide documentation of their disability to the office of Disability Access Services in order to receive official University services and accommodations. The staff is available to answer questions regarding accommodations or assist you in your pursuit of accommodations. Information about your disability is confidential. Once DAS reviews your medical documentation, they will provide you with the information and steps to inform me about the accommodations to which you are entitled. Your accommodations will begin as soon as we discuss your approved accommodations.

- 144 Millennium Student Center
- Phone: (314) 516-6554
- Email: linder@umsl.edu
- Web: http://www.umsl.edu/services/disability

Office of International Students and Scholar Services
If you have difficulty communicating in English with the instructor of this course, contact ISS.

- 261 Millennium Student Center (MSC)
- Phone: (314) 516-5229
- Email
- Website

Student Retention Services
SRS provides comprehensive support and intervention strategies that support your road to graduation!

- 225 Millennium Student Center (MSC)
- Phone: (314) 516-5300
- Email
- Website
Technical Support

GOAL Office
The GOAL was created to provide centralized direction and support to online and reentering adult students seeking degree completion at the University of Missouri-St. Louis (UMSL). Whether you are returning to school to complete an undergraduate degree started long ago or you desire to earn a Ph.D., we are here to guide you to completion. The GOAL staff will support and guide you, providing access to valuable resources. You may choose to continue your education in an online environment, traditional courses or blended opportunities. We are here to see you achieve academic success.

- 306 Social Sciences and Business Building (SSB) - Tower
- Phone: (314) 516-4211
- Email
- Website

My Gateway (Blackboard)
If you have problems logging into your online course, or an issue within the course site, please contact the Technology Support Center:

- Phone: (314) 516-6034
- Email
- Website

If you are having difficulty with a technology tool in MyGateway (wiki, voicethread, Kaltura, etc.) consider visiting the Online Course Orientation in your MyGateway course list. The orientation has overviews of each tool and tutorials on how to use them.

Blackboard Collaborate
If you have any questions regarding Collaborate, contact the Faculty Resource Center:

- Phone: (314) 516-6704
- Email
- Website

Outside normal office hours, you may also contact Collaborate for 24/7 assistance:

- Phone: (877) 382-2293
- Chat

VoiceThread

- Online Contact Form
- Website
Academic Support

The Online Writing Center
At the OWC MyGateway site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access Turnitin, which identifies quoted material in their essays.

- 222 Social Sciences and Business Building (SSB)
- Website
- Visit the OWC page on MyGateway to submit drafts online.
- The OWC usually responds within 48 hours. Please allow ample time.

Math Academic Center (Math Lab)
The Math Academic Center offers free individual assistance on a walk-in basis to students needing help with any mathematics from basic math through calculus or any course involving mathematical skills.

- 222 Social Sciences and Business Building (SSB)
- Website

NetTutor
Online tutoring in many subjects is now available through NetTutor. In your courses on MyGateway, click on Tools and select NetTutor® to log in. You can access NetTutor from the MyGateway homepage.

GOAL Mentors
This course may be assigned a GOAL Mentor who will be able to assist with technology issues and answer non-content questions regarding online courses.
<table>
<thead>
<tr>
<th>Module #/Name</th>
<th>Dates</th>
<th>Lectures</th>
<th>Contents</th>
<th>Tasks</th>
<th>Cases and Homework^</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module #1: Introduction</td>
<td>Jan. 16 - Jan. 27</td>
<td>Ch. 1</td>
<td>Overview of the Course</td>
<td>• Textbook</td>
<td>• Homework #1 by 7pm, Jan. 27</td>
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<td></td>
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<td>Ch. 3</td>
<td></td>
<td>• Team Formation</td>
<td></td>
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<tr>
<td>Module #2: Performance Assessment</td>
<td>Jan. 30 – Feb. 10</td>
<td>Ch. 12</td>
<td>Sales Performance Evaluation</td>
<td>• The 8-Step SPI Methodology</td>
<td>• Homework #2, by 7pm, Feb. 10</td>
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<td></td>
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<td>Ch. 13</td>
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<td>• Performance FACTs</td>
<td>• Extra Credit Assignment</td>
</tr>
<tr>
<td>Module #3: Analysis of Activities</td>
<td>Feb. 13 – Feb. 24</td>
<td>Ch. 5</td>
<td>Strategies and Sales Goals</td>
<td>• Analysis of Sales Activities</td>
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<td></td>
<td></td>
<td>(1st half)</td>
<td>Personal Selling Process and Sales Activities</td>
<td>• Leading Indicators</td>
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<td>Ch. 2</td>
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<td>Module #4: Analysis of Causes</td>
<td>Feb. 27 – Mar. 10</td>
<td>Ch. 6</td>
<td>Analysis of Causes</td>
<td>• CRIMES Investigation: Expectation and Motivation</td>
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<td></td>
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<td>Ch. 7</td>
<td></td>
<td></td>
<td>• Homework #4 by 7pm, March 10</td>
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<tr>
<td>Module #5: Changing Behaviors by Taking Managerial Actions I</td>
<td>Mar. 13 – Mar. 24</td>
<td>Ch. 4</td>
<td>Organization Structure and Territory Design</td>
<td>• CRIMES Investigation: Resources and Tools</td>
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<td>Ch. 5 (2nd half)</td>
<td></td>
<td>• <strong>Midterm Exam</strong> (Ch. 1, 2, 3, 5, 6, 7, 12, and 13) available Mar 20 - 24</td>
<td>• Homework #5 by 7pm, March 24</td>
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<td>• Individual Case #2, by 7pm, March 24</td>
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<tr>
<td>Module #6: Changing Behaviors by Taking Managerial Actions II</td>
<td>Apr. 3 – 7</td>
<td>Ch. 8 Ch. 9</td>
<td>Aptitude and Recruitment</td>
<td>• CRIMES Investigation: Capacity and Background</td>
<td>• Homework #6 by 7pm, April 7</td>
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</table>
| Module #7: Changing Behaviors by Taking Managerial Actions III | Apr. 10 – 21 | Ch. 10 Ch. 11 | Training and Compensation | • CRIMES Investigation: Skills and Incentives | • Homework #7 by 7pm, April 21
• Individual Case #3, by 7pm, April 21
• Discussion Topic #2 by 7pm, April 21 |
| Module #8: Synergy, Using All the Tools | Apr. 24 – May 5 | | Evaluating and Sustaining Improvement | • CURES and HEAL
• Final Exam (Ch. 4, 5, 8, 9, 10 and 11), available May 1 - May 5 | • Homework #8 by 7pm, May 5
• SPI Team Case Final Report by 7pm, May 5
• SPI Team Case VoiceThread by 7pm, May 5 |

^You earn up to 10 points each module by working on the homework. Make sure that you complete and submit the homework by its due date. You have three attempts to work on the homework. However, only the last submission counts and late submissions will NOT be accepted. There will be NO makeup homework under any circumstances. If you have any questions and/or concerns, please contact me as early as possible.