Learning outcomes / skills:
By the end of this module the student should be able to:

1. Recognize the wide range of activities embraced by the term “international business strategy”
2. Appreciate the cultural implications of setting international strategy
3. Be conversant with a number of theoretical concepts in strategy
4. Be familiar with their practical application in a number of contexts
5. Explain the nature and role of personal selling and sales management within the promotional mix and the contemporary marketing context
6. Discuss the stages of the personal selling process and the influences, particularly buyer behaviour, on this process
7. Discuss the major decisions involved in sales management, including recruitment and selection, training, organisation and compensation
8. Discuss the nature, techniques and importance of controlling the sales force, including sales forecasting, sales budgeting and the evaluation of sales force effectiveness
9. Identify and assess the significance of key features of customer profiling and relationship building.
10. Plan and evaluate a Direct Marketing campaign and critically discuss its implication for customer retention

Contents:
The goal of the course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend student’s understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople. Students learn to apply the discussion topics through an interactive project worked on throughout the course.

Deployed methods of business administration:
- Models and Methods of analytics (research- and analytic models):
  This course aims to provide participants with a toolbox for the analysis and establishment of corporate strategy in an international context. It is designed to chart a different course than that
advocated by traditional strategic approaches. We will examine real world applications that will by the end of the module provide students with the advanced knowledge and skills needed for working in strategic contexts internationally. In addition, the Module aims to provide the student with a theoretical knowledge and appreciation of the context, nature, practice and management of the sales force in the modern business organisation as well as with the ability to analyse the contribution of customer profiling and basket analysis to business performance in determining the strategies and approaches appropriate in specific situations.

- **Quantitative-empirical methods (comparative – statistic, mathematic methods, data analyses):**
  - **Customer Profiling**
    - Segmenting and targeting existing customers, the impact of retention and development on profitability. Segmenting by profile and behavioural data. FRAC and LTV.
  - **Maintaining the customer base**
    - The importance of customer loyalty. Maintaining loyalty through interaction. The role of pricing strategies and incentives. Developing customers through cross-selling and up-selling. The role of loyalty schemes.
  - **Extending the customer base**
    - Identifying new prospects: profiling existing customers, list building communications. Direct Marketing offers and customer acquisition contact programmes for customer recruitment.

- **Qualitative-interpretative methods (expert interview, surveys, standardized inquiry):**
  - **The Context of Personal Selling and Sales Management**
    - Personal selling and the role of the sales force in the promotional mix. Sales management and strategic marketing. Types of selling task and the importance of sales tactics. The impact of IT on sales management.
  - **The Personal Selling Process**
    - Nature and importance of understanding buyer behaviour. Stages in the personal selling process. Influences on this process. Role of body language and the management of questions in personal selling.
  - **Sales Management Decisions**
    - Nature and role of sales management. The importance of leadership. Analysis of the major decisions in sales force management, including recruitment and selection, training. Management of major accounts. Influences on sales management decisions.
  - **Controlling the Sales Force**
    - Nature of, and techniques involved in sales forecasting. Nature and importance of sales quotas and sales budgeting. Importance, determinants and methods of evaluating sales force effectiveness and the measurement of quantitative and qualitative outputs.

**Methods of Teaching and Learning:**
Students will be engaged in enquiry and project-based work, individually and in groups, for at least 50% of their contact time, and that enquiry process will increasingly drive their independent access to the information they work with.

**Literature:**
- Futrell, C. 2009 *Sales Management (8th edition)* London: South-Western