COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Electronic Sales Technologies and Product Management	

Academic staff	Core academic unit(s)
Coordinating: Lect. Martynas Radzevičius **Other:**	Kaunas Faculty Institute of Social Sciences and Applied Informatics

Study cycle	Type of the course unit
First ☒ Second ☐	Compulsory Course ☒ Optional Course ☐ Course Unit (Module) of the General University Studies ☐ Course Unit (Module) of Individual Studies ☒ Interdisciplinary Studies Course Unit (Module) ☐

Mode of delivery	Semester or period when it is delivered	Language of instruction
Classroom and e-learning	Spring semester (2nd semester)	English

Requisites	
Prerequisites: Transformation of Marketing Fundamentals in Digital Space E-business Technologies Technology and the Digital Society	**Co-requisites (if relevant):** None

Number of ECTS credits allocated	Student's workload (total)	Contact hours	Individual work
5	130	32	98

Purpose of the course unit
The aim of the course unit is to provide theoretical knowledge of sales management, product strategy development and implementation, the ability to apply theoretical knowledge to organise and manage the sales process in a company, and to develop practical skills in the application of traditional and electronic marketing channels. To develop the ability to analyse and critically evaluate the impact of technology on digital product management factors, to adapt and generate new sales management ideas using technology in marketing and the concepts of digital marketing, e-marketing, marktech and blockchain marketing.

Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Be able to generate reasoned decisions, critically evaluate and provide innovative problem-solving methods and tools, and consistently and clearly justify their validity.	Interactive lectures based on problem-based and discussion-based teaching; case studies; group learning method; lectures with practitioners and company visits; seminars (group work, its presentation and discussion in class); tasks for solving practical problems.	Colloquium and exam (open and closed questions); group project.
Be able to plan and organise their own learning and work.	Group learning method; a group project completed in stages with interim discussions at seminars; individual tasks.	Group project and its interim stages completed at seminars.

Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Will know and be able to critically evaluate and analyse classical and digital marketing theories and apply them in practice in the activities of organisations.	Interactive lectures; case studies; group learning method; seminars (group work and discussion in class); tasks for solving practical problems; discussions.	Colloquium and exam (open and closed questions); group project.
Will be able to apply marketing knowledge based on the latest research results when making strategic and tactical product marketing and sales development decisions in the company's activities.	Lectures discussing the latest research findings; seminars with demonstrations of free tools and practical tasks; group work; case studies.	Colloquium and exam (open and closed questions); group project (improvement and validation plan).

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Laboratory work	Internship	Contact hours, total	Individual work	Tasks for individual work
The course content follows the Kaizen (continuous improvement) cycle, adapted to digital products and e-sales. The cycle has four stages: observe (where does the buyer get stuck?), analyse (why does it happen?), improve (how can it be done better?) and confirm (did it really get better?). Throughout the semester, each group improves one real online shop or digital product and completes one part of its project at the end of each stage. In seminars, students work with free tools on their own phones or laptops.									
KAIZEN I: OBSERVE									
1. Introduction. The Kaizen mindset in e-sales (the essence of continuous improvement and the PDCA cycle: plan, do, check, act; the environment of digital products and e-sales; why buyers abandon purchases; data-driven improvement). *In the seminar, each student completes a mystery shopper task: using a phone, they try to buy a product in a real online shop and note every point where they stopped or hesitated. Groups compare their notes and choose a product for the project.*	2		2				**4**	**4**	Groups choose an online shop or digital product to improve and prepare a short overview of it (business model, customers, sales channels).
2. The sales funnel and the customer journey (funnel stages and the points where buyers leave; conversion rate, i.e. the share of visitors who buy; customer journey map and touchpoints; pain points; Jobs-to-be-Done theory). *In the seminar, groups draw the customer journey map of their product (with sticky notes or Miro) and run practice customer interviews in pairs.*	2		2				**4**	**6**	Groups conduct 3–5 short interviews with product users, complete the customer journey map and identify the 3–5 most important pain points. Project part I (Observe) is prepared.
KAIZEN II: ANALYSE									
3. Competitors, pricing and revenue models (competitive benchmarking; comparison of checkout processes; user experience solutions; psychological pricing and price presentation errors; subscription, freemium and other revenue models). *In the seminar, groups run a competitor race: with a timer, they use their phones to buy the same product or service on several competitors' websites and compare the number of steps, the time*	2		2				**4**	**6**	Groups prepare a competitor comparison table and a SWOT analysis (own product vs. competitors) and describe the pricing friction points.

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Laboratory work	Internship	**Contact hours, total**	**Individual work**	**Tasks for individual work**
and the unexpected charges along the way.									
4. Data and metrics (key e-commerce metrics: conversion rate, average order value, customer acquisition cost and customer lifetime value; funnel and cohort analysis, i.e. comparing the behaviour of groups of buyers who arrived at the same time; data storytelling). *In the seminar, students act as data detectives: in the Google Analytics 4 demo account and Microsoft Clarity demo recordings, they look for the step where the shop loses the most buyers and support their conclusion with numbers.*	2		2				**4**	**6**	Groups select the 5 most important metrics for their product and prepare a data-based problem statement. Project part II (Analyse) is prepared.
Interim assessment (colloquium): topics 1–4.			2				**2**	**8**	Revision of lecture material and reading; preparation for the colloquium.
KAIZEN III: IMPROVE									
5. Growth and sales channels (growth marketing and the AARRR "pirate metrics": acquisition, activation, retention, revenue, referral; referral programmes and viral loops; email automation; multichannel and omnichannel commerce; social commerce and marketplaces). *In the seminar, groups hold a growth idea market: they come up with as many ideas for their product as possible in a short time, other groups "buy" or reject them, and the selected ideas are ranked in an impact and effort matrix.*	2		2				**4**	**6**	Groups prepare 3–5 growth and channel solutions ranked by expected impact and required effort.
6. Checkout, conversion and artificial intelligence (checkout friction points; conversion rate optimisation (CRO); AI chatbots for customer service; personalisation of offers with AI; predicting buyer behaviour; the limits set by personal data protection (GDPR)). *In the seminar, groups redesign their product's checkout: they draw "before" and "after" sketches (on paper, in Figma or Penpot) and write an AI chatbot script for one common buyer problem.*	2		2				**4**	**6**	Groups finalise the sketches of their improvement solutions and describe how AI would improve their product's sales. Project part III (Improve) is prepared.
KAIZEN IV: CONFIRM									
7. A/B testing and experiments (formulating a hypothesis; what is worth testing; how many buyers are needed before a result can be trusted; statistical significance in plain words, i.e. whether the difference between variants is real	2						**2**	**6**	Groups prepare an A/B test plan for their main solution: hypothesis, variants, success metric and duration. Project part

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Laboratory work	Internship	**Contact hours, total**	**Individual work**	**Tasks for individual work**
rather than random; the most common experiment mistakes). *The lecture includes the game "Guess the winner": students predict the results of real A/B tests and discuss why intuition is so often wrong.*									IV (Confirm) is prepared.
8. Consolidating Kaizen and project presentations. *The lecture is a future scenarios workshop, "The 2030 crisis": groups redesign a real Baltic e-commerce company so that it survives one of several possible future crises, applying the Kaizen cycle to new circumstances. In the seminar, groups present their improvement projects, answer questions and assess each other's work.*	2		2				**4**	**6**	Preparation of the project presentation; personal reflection on the course.
Independent work on the group project								**26**	Combining the four project parts into a single improvement project for an online shop or digital product (up to 30 pages with appendices); analysis of literature and sources.
Independent consolidation of knowledge and exam preparation								**18**	Analysis of lecture material; study of required and recommended reading.
Total	16		16				**32**	**98**	
Note: Up to 4 contact hours may be replaced by guest lectures given by social partners or educational visits to social partner organisations.									

Assessment strategy	Weight %	Deadline	Assessment criteria
Colloquium	30	Mid-semester	The colloquium is a written test covering topics 1–4. It consists of about 20 questions. About two thirds are closed questions (the student chooses one answer; worth 1 point) and about one third are open questions (the student gives a fuller answer, critically evaluates a statement or gives and comments on an example; worth 2–10 points depending on complexity, and the test states what the points are awarded for). Most questions are based on situations in which knowledge must be applied to a new case. The maximum number of points (e.g. 30) earns a grade of 10. A lower score is converted into a grade taking into account the overall result of the group (e.g. 28–30 points = 10, 25–27 points = 9, 22–24 points = 8, etc.). To pass, a student must answer more than one third of the questions correctly.
Group project	40	During the semester; last seminar	The group improves a real online shop or digital product and prepares the project in four parts following the Kaizen stages: observe (customer journey and pain points), analyse (competitors, pricing and metrics), improve (solution sketches, growth and AI solutions), confirm (A/B test

			plan and success metrics). The parts are discussed at seminars, and the final work (up to 30 pages with appendices) is presented at the last seminar. Assessment covers the depth of analysis, the novelty and justification of the solutions, practical applicability and the application of Kaizen principles. If the contributions of group members clearly differ, the lecturer may award them different grades based on seminar tasks and peer assessment within the group. 10–8: 80–100% of the work is completed; tasks are done thoroughly and to a high standard, sources are cited properly, there are no spelling mistakes, and statements in different parts of the work do not contradict each other. 7–5: 50–79% of the work is completed; tasks are done satisfactorily and the questions of the assignment are answered, but there are spelling or citation errors and inconsistencies between parts of the work. 4–0: less than 50% of the work is completed; the questions of the assignment are not answered, there is a lot of irrelevant information, sources are not given, and the parts of the work are unrelated or contradict each other.
Exam	30	Exam session	The exam is a written test covering all topics of the course unit. Its structure and assessment are the same as for the colloquium. Closed questions test the factual knowledge acquired in lectures, seminars and independent work, while open questions test the ability to think critically, analyse a situation and propose well-founded solutions. To pass, a student must answer more than one third of the questions correctly. The final grade is the weighted sum of the colloquium (30%), project (40%) and exam (30%) grades.

REGARDING THE EXTERNAL EXAMINATION OF THE COURSE UNIT

Mark ☒				**If permitted, please provide the conditions**
Not permitted	☐	**Permitted**	☒	For those taking the external examination of this course unit, the student individually prepares an improvement project for a chosen online shop or digital product following the four Kaizen stages (40%). The project must be submitted to the lecturer by email (or uploaded to the e-learning platform) no later than 5 working days before the exam. The student then takes the exam (60%). The project and the exam are assessed using the same criteria as when studying the course unit regularly.

REGARDING THE USE OF GENERATIVE ARTIFICIAL INTELLIGENCE (GenAI) TOOLS (SUCH AS "CHATGPT", ETC.) WHEN STUDYING THE COURSE UNIT

Mark ☒				**If permitted, please provide the conditions**
Not permitted	☐	**Permitted**	☒	In this course unit, GenAI tools may be used for seminar tasks and the group project (e.g. searching for ideas, writing an AI chatbot script, summarising data), since the use of AI in sales is one of the course topics. The project must state which tool was used and for what purpose. GenAI may not be used during the colloquium or the exam. GenAI may only be used if the lecturer specifies that a particular assignment may be completed using GenAI; otherwise, **it will not be graded**. If the use of GenAI tools is permitted for completing assignments, the citation requirements set forth in the Guidelines for the Use of Artificial Intelligence at Vilnius University must be strictly followed.

REGARDING ACADEMIC PROGRESS

A student who (1) **throughout the semester consistently** fails to demonstrate **progress in achieving the expected learning outcomes of a subject (module)** during the practical classes (seminars, exercises, laboratory work, etc.) and (2) fails to complete all interim assessment requirements and tasks within the time specified in the course description, is not allowed to participate in the examination session.

Author (-s)	Publishing year	Title	Issue of a periodical or volume of a publication	Publishing house or web link
Required reading				
Lee, B. K.	2025	Digital Product Management: Managing Product Development, Launch and Support		CRC Press; https://doi.org/10.1201/9781003614180
Laudon, K. C., Traver, C. G.	2024	E-commerce 2023–2024: Business. Technology. Society.	18th edition (Global Edition)	Pearson
Kohavi, R., Tang, D., Xu, Y.	2020	Trustworthy Online Controlled Experiments: A Practical Guide to A/B Testing		Cambridge University Press; https://doi.org/10.1017/9781108653985
Hooley, G., Nicoulaud, B., Rudd, J. M., Lee, N.	2020	Marketing Strategy and Competitive Positioning	7th edition	Pearson
Olson, T.	2020	The Product-Led Organization: Drive Growth by Putting Product at the Center of Your Customer Experience		Wiley
Kvedare, M., Milner Nymand, C.	2021	The Virtual Sales Handbook: A Hands-on Approach to Engaging Customers		Wiley
Recommended reading				
OpenStax	2023	Principles of Marketing		Open educational resource; https://openstax.org/details/books/principles-marketing
Baymard Institute		Cart Abandonment Rate Statistics (continuously updated research summary)		Open resource; https://baymard.com/lists/cart-abandonment-rate
Google		Google Analytics Demo Account		Open resource; https://support.google.com/analytics/answer/6367342
Calogridis, M.	2010	Practical Pricing: Translating Pricing Theory into Sustainable Profit Improvement		Palgrave Macmillan
Nunnally, B., Farkas, D.	2016	UX Research: Practical Techniques for Designing Better Products	1st edition	O'Reilly Media

NOTE: *Including Open Educational Resources in the reading list is recommended*