

# MODULE MANUAL

Master of Business Administration  
Wine, Sustainability and Sales

July 2025

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# Curriculum

| Modul Nr.   | Module                               | ECTS per Module | Presence Days | Workload | Type of performance* | Module Exam Type           | Maximum duration of written exam |
|-------------|--------------------------------------|-----------------|---------------|----------|----------------------|----------------------------|----------------------------------|
| 1. Semester |                                      |                 |               |          |                      |                            |                                  |
| 110         | Strategic Performance Management     | 5               | 3             | 125      | PL                   | Case Study                 |                                  |
| 120         | Production I: Vines of the World     | 5               | 3             | 125      | PL                   | Assignment                 |                                  |
| 130         | Sustainable Management               | 5               | 3             | 125      | PL                   | Assignment                 |                                  |
| 140         | Sensory and Consumer Science         | 5               | 3             | 125      | PL                   | Case Study                 |                                  |
| 2. Semester |                                      |                 |               |          |                      |                            |                                  |
| 210         | Marketing Management                 | 5               | 3             | 125      | PL                   | Case Study                 |                                  |
| 220         | Production II: Flavours of the World | 5               | 3             | 125      | PL                   | Assignment                 |                                  |
| 230         | Ecological Sustainability            | 5               | 3             | 125      | PL                   | Assignment                 |                                  |
| 240         | Channel Management                   | 5               | 3             | 125      | PL                   | Case Study                 |                                  |
| 3. Semester |                                      |                 |               |          |                      |                            |                                  |
| 310         | Wine Expertise                       | 5               | 3             | 125      | PL                   | Assignment                 |                                  |
| 320         | Sales Excellence                     | 5               | 2             | 125      | PL                   | Case Study                 |                                  |
| 330         | Management in Practice               | 5               | 2             | 125      | PL                   | Case Study                 |                                  |
| 340         | Law & Politics                       | 5               | 2             | 125      | PL                   | Assignment or Written exam | 240                              |
| 350         | Research Methodology for Managers    | 5               | 3             | 125      | SL                   | Research Proposal          |                                  |
| 4. Semester |                                      |                 |               |          |                      |                            |                                  |
| 400         | Master Thesis                        | 25              |               | 625      |                      | Master Thesis, Disputation |                                  |
|             | Written Thesis                       | 24              | 0,75          | 600      |                      |                            |                                  |
|             | Disputation                          | 1               | 0,25          | 25       |                      |                            |                                  |
|             | Total                                | 90              | 36            | 2250     |                      |                            |                                  |

## 110 Strategic Performance Management

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| Module title and number | <b>110 Strategic Performance Management</b>  |
| Semester                | 1  |
| Module type             | Compulsory module  |
| Regularly offered in    | Winter semester  |
| Frequency of teaching   | Every year   |
| Duration                | 1 Semester   |
| Course type             | Lecture  |
| Language of instruction | English  |
| Size of class           | 15   |
| Credits                 | 5  |
| Workload                | 125 hours  |
| Contact hours           | 27 hours   |
| Supplementary study     | 98 hours   |
| Module coordinator      | Prof. Dr. Marc Dreßler   |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Prof. Dr. Marc Dreßler</li> <li>• Guest speakers</li> </ul>   |
| Admission requirements  | None   |
| Module objectives       | Strategic Performance Management provides students with state of the art insights on strategic management. Learners hereby gain knowledge and use proven instruments to counter professional managerial challenges to ensure sustainable success. This module therefore motivates for entrepreneurial and visionary exploitation of market opportunities and to explore managerial solutions from starting a business via strategic reorientation to restructuring organizations. Students gain the ability to develop or change organizations |

into high-performing enterprises with a strong emphasis on sustainability. It encompasses strategic management, organization design also covering cooperative and partnering ventures (cluster management), professional HR management and leadership, and strategic financing. One focal objective is that students create strategic roadmaps for value generation and sustainability contribution. While exploring the wine industry students create a strategy and implement it exploiting all aspects and instruments of strategic management.

Teaching strongly builds on exploitation of best-practice examples, case studies, learner's experience in their companies, and the managerial and consulting experience of the teachers. The lectures are realized in a choreography of virtual learning components, online exchange, and in-class interaction.

Reading material and adequate case studies serve to explore practical strategic management topics. The managerial challenges include start-up company environment with strategy definition, strategic redesign of existent enterprises, growth strategies, company restructuring in case of underperformance or existential challenges, and company succession.

#### **a) Strategic Management, Business Policy & Entrepreneurship:**

What is strategy?

- Management vs leadership vs entrepreneurship
- Scientific and empirical insights on strategy and performance
- Target setting and ambitions
- Sustainability in the context of Balanced Scorecard instruments
- Diversification reasoning
- Blue ocean vs red ocean
- Organization, culture, and strategy
- Strategic grouping
- From strategy to implementation to controlling

#### **b) Organizational Design & Cluster Management**

- Theoretical basis for organization design
- Organizational forms, environment and strategy
- Organization and technology
- Markets and exchange models
- Make or buy discussion
- International growth models
- Collaboration across functional and organizational boundaries
- Intra-organization management: cooperation/strategic alliances / joint ventures
- Cluster theory and practical examples
- Success factors in Joint Ventures
- Network based management and network generation
- Organizational culture and values

#### **c) HR Management & Leadership**

- Human resource management: theory and history
- Management and leadership
- Roles of a leader

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|  | <ul style="list-style-type: none"> <li>• Motivation</li> <li>• Teams</li> <li>• Leadership styles</li> <li>• Phases of HR management process</li> <li>• HR from an organizational point of view</li> <li>• HR management in small companies</li> <li>• Regulatory issues</li> <li>• Organization design and HR management</li> <li>• Cultural issues</li> <li>• Ethical HR management</li> <li>• Supportive tools and software</li> </ul> <p><b>d) Financing &amp; Accounting</b></p> <ul style="list-style-type: none"> <li>• Investment and risk</li> <li>• CAP modeling</li> <li>• Balance sheet analysis</li> <li>• Business projections and business plan</li> <li>• Ethics in finance.</li> </ul>  |
| Learning Outcomes                                | <p>Learners</p> <ul style="list-style-type: none"> <li>• interpret how strategic thinking and visionary management impacts performance of organizations.</li> <li>• assess themselves and their company from a strategic perspective. apply strategic management instruments with versatility in the context of different markets and environments.</li> <li>• create a strategy and an according roadmap for organizational implementation.</li> <li>• design implement, and monitor sustainable management strategies.</li> <li>• weight how they use creativity and rigorous change management knowledge and leadership skills in strategic management.</li> <li>• operate with adequate instruments for all aspects to solve situational challenges in each competence area (strategic management, organization, HR management, finance).</li> <li>• use various research tools.</li> <li>• work independently and in a goal-oriented manner.</li> </ul> |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Self-Study</li> <li>• Blended Learning</li> <li>• Lecture</li> </ul>  |
| Module exam type                                 | Case Study   |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | 110 builds the foundation for all management related modules in the master program to follow. In 210, the marketing focus will be added and in 230 the strategic view will be expanded with a strong focus on strategic sustainability. The modules concentrated on sales (240 and 330) require 110 as prerequisite. For all elective topics in 330 and the resulting case work strategic management competence as provided in 110 is needed.  |

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| Links to other study programs / disciplines: | Module is not used in other degree programs.  |
| Value of the module to final mark:           | 5 / 85  |
| Literature:                                  | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Wheelen et al., Concepts in Strategic Management and Business Policy, 14th ed., Pearson, 2014</li> <li>• Hill &amp; Jones, Strategic Management Theory: An Integrated Approach, South-Western Cengage Learning, 2010.</li> <li>• Eiteman et al., Multinational Business Finance, 13th ed., Prentice Hall, 2012</li> <li>• Kotter, Leading Change, Harvard Business Review Press, 2012</li> <li>• Kim, Mauborgne, Blue Ocean Strategy, Harvard Business Review Press, 2015</li> <li>• Dressler, Strategic grouping in a fragmented market: SMEs' strive for legitimacy, IJSBE, 32, 1, 2017</li> <li>• Dressler, The German Wine Market: A Comprehensive Strategic and Economic Analysis, Beverages, 9, 4, 2018</li> <li>• Dressler, The entrepreneurship power house of ambition and innovation: exploring German wineries, IJSBE, 41, 3, 2020</li> <li>• Gilinsky et al, Vive La Difference! An Empirical Investigation into Status, Innovation, and Financial Performance in The Wine Industry, AWBR Conf Paper, 2014</li> </ul> <p><b>Supplemental Materials:</b></p> <ul style="list-style-type: none"> <li>• Mintzberg, The Rise and Fall of Strategic Planning, Pearson Education Limited, 2000</li> <li>• Mintzberg, Managerial roles, <a href="https://www.mindtools.com/pages/article/management-roles.htm">https://www.mindtools.com/pages/article/management-roles.htm</a></li> <li>• Miles, Snow, Meyer, Coleman, Organizational Strategy, Structure, and Process, The Academy of Management Review, Volume 3, Issue 3, 546-562</li> <li>• Hammer &amp; Champy. 2009. Reengineering the Corporation: Manifesto for Business Revolution, Zondervan</li> <li>• Chandler: The Visible Hand: The Managerial Revolution in American Business Cambridge, Belknap Press of Harvard University Press, Ann Arbor, Michigan: MPublishing, University of Michigan Library, 1977</li> <li>• Womack et al., The machine that changed the world, Harper Collins, 1991</li> <li>• Coase, The nature of the firm, economica, 4, 16, 1937</li> <li>• Porter, How competitive forces shape strategy, Harvard Business Review, Mar/Apr, 1979</li> </ul> |

## 120 Production

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|-------------------------|---|
| Module title and number | <b>120 Production I: Vines of the World</b>   |
| Semester                | 1   |
| Module type             | Compulsory Module   |
| Regularly offered in    | Winter semester   |
| Frequency of teaching   | Every year  |
| Duration                | 1 Semester  |
| Course type             | Lecture   |
| Language of instruction | English   |
| Size of class           | 15  |
| Credits                 | 5   |
| Workload                | 125 hours   |
| Contact hours           | 27 hours  |
| Supplementary study     | 98 hours  |
| Module coordinator      | Prof. Dr. Ulrich Fischer  |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Prof. Dr. Ulrich Fischer</li> <li>• Dr. Tiago Alves De Sousa</li> </ul>  |
| Admission requirements  | None  |
| Module objectives       | The module gives an in-depth overview regarding prerequisites for grape production and direct measures to improve grape and subsequent wine quality in the vineyards. To provide a thorough understanding of biological, chemical and physical phenomena during grape growing and winemaking, students will familiarize with important concepts of chemistry and receive a systematic overview of the most relevant constituents of grapes and wines. |



### **a) Global Viticulture, Terroir & Climate**

- Climate and Weather
  - Regional climate classification in maritime, continental, Mediterranean, cool, moderate and hot climate, EU zones of production
  - Site climate: effects of aspect, slope, water, cover crop vegetation
  - Temperature: effects on yields and quality, heat summation, average temperature during vegetation and ripening period
  - Precipitation: season distribution, requirement by the vine, effects on yield and quality
  - Geographical features affecting climate: altitude and mountain ranges, forests, bodies of water
- Basic knowledge of soil and topography including soil texture, soil type, soil structure, water holding capacity and nutrients status.
- Overview of the most important global production figures of grapes and wines. Introduction to the relevant global viticultural areas, their typical varieties and wine styles.
  - Overview about the leading white and red grape varieties, their range of characteristics and wine styles produced by different varieties
  - White *Vitis vinifera*, red *Vitis vinifera*, breded varieties, root stocks.

### **b) Quality Measures in Grape Production**

- The vine plant
  - Acquaintance of the parts of the vine and their role: roots, trunk, canes, shoots, nodes and buds, leaves, flowers and berries
  - Knowledge of the growth cycle: budburst and shoot growth, flowering and fruit set, berry development, and dormancy
  - Propagation of European *Vitis* species and American rootstock species.
- Vineyard establishments
  - Vineyard design regarding spacing and row orientation
  - Most relevant trellis designs in global viticulture
- Canopy management including winter pruning and summer hedging, shoot positioning, defoliation, use of plant hormones, cluster design.
- Soil, nutrient and water management:
  - Nutrition of the vine, use of anorganic and organic fertilizers, effects of malnutrition
  - Weed control
- Pest, disease and hazard management:
  - Overview of the relevant fungal diseases and pests.
  - Abiotic Hazards: Late and early frost, winter cold, drought, hail, excessive rain, wind
  - Pest and diseases management: conventional, organic and biodynamic Systems, sustainable viticulture.
- The Grape Berry
  - Anatomy and major constituents
  - The ripening process and how it affects grape composition.

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|  | <b>c) Chemical Base for Sensory Diversity of Grapes &amp; Wines</b> <ul style="list-style-type: none"> <li>• Chemical principles for viticulture and oenology <ul style="list-style-type: none"> <li>○ Chemical bonds, polarity of compounds, dissociation of acids, pH, redox processes, kinetics of chemical and enzymatic reactions</li> <li>○ Value adding wine constituents</li> <li>○ Sugars, acids, alcohols, polyphenols, flavour compounds, colour pigments, amino acids, minerals, SO<sub>2</sub></li> </ul> </li> <li>• Chemistry of white winemaking → acidity management, reductive</li> <li>• Flavour chemistry of wines and spirits → extraction and role of oxygene</li> <li>• Chemistry of red wine making</li> <li>• Chemistry of oak barrels</li> <li>• Chemistry of wine maturation</li> </ul>   |
| Learning Outcomes                                | <b>Learners</b> <ul style="list-style-type: none"> <li>• classify the major viticultural areas in the world, the abiotic factors defining them such as climate, topography, soil types but also planted typical grape varieties.</li> <li>• develop an in-depth knowledge regarding the botany of the grape vine and how vineyard management steers grape growing to the objectives of ripe and sound grapes at harvest.</li> <li>• receive a solid chemical framework of the major wine constituents and which chemical processes are governing the making of different wine styles and their maturation.</li> <li>• demonstrate comprehension how much regional selection of grape varieties are determined by abiotic factors of the specific sites.</li> <li>• decide independently during wine making procedures based on chemical comprehension and broad knowledge of the major wine constituents.</li> <li>• demonstrate an in-depth understanding of the grape vine botany and its impact on berry development.</li> <li>• describe the key factors in viticultural management to facilitate production of sound and ripe grapes by adhering to sustainability and economic considerations.</li> <li>• organize their own work rhythm.</li> <li>• show confident behavior.</li> </ul> |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Self-study</li> <li>• Blended Learning</li> <li>• Lecture</li> </ul>  |
| Module exam type                                 | Assignment   |
| Requirements                                     | Passed module exam   |
| Links to other modules within the study program: | Production II, Wine Expertise, Sensory and Consumer Science  |

## 120 Production

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| Links to other study programs / disciplines: | Module is not used in other degree programs.   |
| Value of the module to final mark:           | 5 / 85   |
| Literature:                                  | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Jackson, R.S., Wine Science, Principles and Applications (2014), 4th edition. Academic Press; Print Book ISBN : 9780123814685, eBook ISBN: 9780123814692 – 968 pg</li> <li>• Keller, M., The Science of Grapevines – Anatomy and Physiology (2015), Academic Press, 2nd edition: ISBN: 9780124199873, eBook ISBN: 9780124200081, 522 pg.</li> <li>• White, R. E. Understanding Vineyard Soils (2015), Oxford University press, 2nd edition, 280 pg.</li> <li>• Fanet, J., Great Wine Terroir (2004), University of California Press, ISBN 978-0-520-23858-9, 240 pg.</li> <li>• Robinson, J., Harding, J. (2015) The Oxford Companion to wine, Oxford University Press, 4rd edition</li> <li>• Johnson, H., Robinson, J. (2013) World Atlas of Wine, 7th edition</li> <li>• Iland P., Dry P., Proffitt T., Tyerman S., (2011) The Grapevine, Patrick Iland Wine Promotions Pty Ltd, Adelaide, Austr., ISBN 978-0-9581605-5-1302 pg</li> <li>• Iland P., Gago, P.; Caillard, A., Dry, P. (2009) A Taste of the World of Wine, Patrick Iland Wine Promotions Pty Ltd, Adelaide, Austr., ISBN 978-0-9581605-3-7 209 pg</li> <li>• Robinson, J. Harding, J., Vouillamoz J. (2012) Wine Grapes Penguin Books Ltd, ISBN 978-1-846-14446-2, 1300 pg.</li> <li>• Kennedy, J. (2002) Understanding grape berry development, Practical Winery &amp; Vineyard, p.1-5</li> <li>• Iland, P. (2011): The Grapevine: From the Science to the Practice of Growing Vines for Wine, Chap.1: The Grapevine, ISBN 9780958160551, p.1-12</li> <li>• Iland, P. (2011): The Grapevine: From the Science to the Practice of Growing Vines for Wine, Chap. 8: Berry Composition, ISBN 9780958160551, p. 110-161</li> <li>• Jackson, R. S. (2014): Wine Science: Principles and Applications, Chap. 5, Site Selection and Climate, ISBN 978-0-12-381468-5, p. 259 -269</li> <li>• Jackson, R. S. (2014): Wine Science: Principles and Applications, Chap. 6: Chemical Constituents of Grapes and Wine, , ISBN 978-0-12-381468-5, p. 270- 331</li> </ul> <p><b>Supplemental Materials:</b></p> <ul style="list-style-type: none"> <li>• Grumezescu, A. M., Holban, A. M (2019): Fermented Beverages. The Science of Beverages Vol. 5, Chap.4: New Insights on Winemaking of White Grapes, Woodhead Publishing, ISBN: 978-0-12-815271-3, p. 103- 144</li> <li>• Kunkee, R. E., Eschnauer, H. R. (2016): Ullmann's Encyclopedia of Industrial Chemistry, Wine, 2. Chemical and Physical Composition, Wiley-VCH Verlag, p. 1-17</li> </ul> |

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|  | <ul style="list-style-type: none"><li>• White, T. (2016): German Champions, Financial Times</li><li>• Moscovici, D., Reed, A. (2018): Comparing wine sustainability certifications around the world: history, status and opportunity, Journal of Wine Research, Routledge Taylor &amp; Francis Group, ISSN: 0957-1264, p. 1-25</li><li>• Kunkee, R. E., Eschnauer, H. R. (2016): Ullmann's Encyclopedia of Industrial Chemistry, Wine, 3. Chemical and Physical Composition, Wiley-VCH Verlag, p. 1-13</li><li>• Kunkee, R. E., Eschnauer, H. R. (2016): Ullmann's Encyclopedia of Industrial Chemistry, Wine, 1. Introduction and Classification, Wiley-VCH Verlag, p. 1-9</li><li>• Fischer, U., Bauer A., Sommer, S., Ganss, S., Schmarr, H.-G., Wolz, S., Schormann, A.: Impact of Yeast and Terroir diversity on the sensory properties of German Riesling, Lallemand Paper</li><li>• Fischer, U. (2011): Tong 9, German Riesling, Making Sense of Riesling and Terroir, p. 29 – 36</li><li>• Fischer, U., Bauer, A., Koschinski, S., Schmarr, H.-G. (2016): Terroir in the Old and New World – What sensory is telling us, Proceedings, Sixteenth Australian Wine Industry Technical Conference, p. 31-36</li></ul> |
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## 130 Sustainable Management

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|--------------------------|---|
| Module title and number  | <b>130 Sustainable Management</b>   |
| Semester                 | 1   |
| Module type              | Compulsory module   |
| Regularly offered in     | Winter semester   |
| Frequency of teaching    | Every year  |
| Duration                 | 1 Semester  |
| Course type              | Lecture   |
| Language of instruction  | English   |
| Size of class            | 15  |
| Credits                  | 5   |
| Workload                 | 125 hours   |
| Contact hours            | 27 hours  |
| Supplementary study      | 98 hours  |
| Module coordinator       | Prof. Dr. Marc Dreßler  |
| <b>Lecturer(s)</b>       | <ul style="list-style-type: none"> <li>• Nicole Scheer</li> </ul>   |
| Admission requirements   | None  |
| <b>Module objectives</b> | The module provides a holistic, scientifically based knowledge of the concept of sustainability. The objective is to discover the history, theory and the managerial aspects of sustainability. |

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|                                 | <p><b>a) Social aspects of Sustainability in general and for businesses</b></p> <ul style="list-style-type: none"> <li>• Overview of social aspects as a column of sustainability on the global level, e.g. migration and refugees, population change, human rights, equality, tax havens</li> <li>• Concepts of justice and basic values as foundation to solve conflicts peacefully, e.g. utilitarianism, deontological ethics, religious systems</li> <li>• Applying general social issues to companies with an internal perspective involving topics like payment, safety, equal treatment of minorities, gender, diversity, caring for addicts, work-life-balance</li> <li>• Topics pertaining stakeholders outside the firm e.g. fair Customer Relationship Management (CRM), donations and "Good Corporate Citizenship", problems of lobbying, doing business in developing countries</li> <li>• Methods and tools of ethical corporate management, e.g. codes of ethical conduct, hotlines to encourage whistle blowers, educational and training measures</li> </ul> <p><b>b) Economical, legal, and technological framework for businesses</b></p> <ul style="list-style-type: none"> <li>• Internalizing external costs (Pigou tax), e.g. carbon emission certificate trading</li> <li>• Technological advances allowing for clean production, green energy generation, and efficiency</li> <li>• In-Memory Technologies (IMDB), Business Intelligence (BI) and Big Data as enabler for sustainable management</li> </ul> <p><b>c) Business management from the perspective of sustainability with its cross-functional impact focusing on resource efficiency, energy and carbon management</b></p> <ul style="list-style-type: none"> <li>• Accounting and financial accounting; reporting and disclosure, e.g. Global Reporting Initiative, Carbon Disclosure Project</li> <li>• Operations management, production planning, and procurement</li> <li>• Facility management and "good housekeeping"</li> <li>• Logistics, Supply Chain Management (SCM), and distribution – from linear thinking in chains to interdependencies in value creating network and recycling</li> <li>• Green IT</li> </ul> |
| <p><b>Learning Outcomes</b></p> | <p><b>Learners</b></p> <ul style="list-style-type: none"> <li>• manage sustainability from a strategic perspective.</li> <li>• seize the value but also the virtue of sustainability.</li> <li>• design a sustainability strategy and its implementation.</li> <li>• create a communication strategy for sustainability.</li> <li>• argue the impact on businesses in general and winery in particular, knowing the cutting-edge management methods to tackle the challenges arising, and apply them to their own businesses and professional responsibility.</li> <li>• question and advance their personal moral attitudes and standards, while comprehending, discussing, and applying the subjects outlined.</li> <li>• make problem-conscious and problem-solving judgments</li> <li>• compose presentations understandably.</li> </ul>   |

## 130 Sustainable Management

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| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> </ul>  |
| Module exam type                                 | Assignment   |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | It interacts with all management modules of the program and is strongly connected to 230. It builds on 110 with a focus on sustainable strategic management.   |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.   |
| Value of the module to final mark:               | 5 / 85   |
| <b>Literature:</b>                               | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Emery, B. 2012. Sustainable marketing: Pearson.</li> <li>• Leal-Millan, Antonio, Peris-Ortiz, Marta, Leal-Rodríguez, Antonio L., Editors: Sustainability in Innovation and Entrepreneurship. Policies and Practices for a World with Finite Resources, Springer International Publishing, Cham, 2018</li> <li>• Bocken, Nancy, Ritala, Paavo, Albareda, Laura, Verburg, Robert, Editors: Innovation for Sustainability. Business Transformations Towards a Better World, Palgrave Macmillan, Springer Nature Switzerland, Cham, 2019</li> <li>• Berns, M., et al. 2009. Sustainability and competitive advantage. Sloan Management Review, 51(1): 19–26.</li> <li>• Bonn, I., &amp; Fisher, J. 2011. Sustainability; The missing ingredient in strategy. Journal of Business Strategy, 32(1): 5–14.</li> <li>• Sala, S., Ciuffo, B., &amp; Nijkamp, P. 2015. A systemic framework for sustainability assessment. Ecological Economics, 119: 314-325.</li> <li>• Forbes, Sharon L., De Silva, Tracy-Anne, Gilinsky Jr., Armand, Editors: Social Sustainability in the Global Wine Industry. Concepts and Cases, Palgrave Macmillan, Springer Nature Switzerland, Cham, 2020</li> <li>• Dressler, M. 2021. Motivating sustainable entrepreneurship: the deployment of a visual navigation tool. World Review of Entrepreneurship, Management and Sustainable Development 17(1):77-102.</li> <li>• Dressler, M. &amp; Haller, C. 2020. Does Culture Show in Philanthropic Engagement? An Empirical Exploration of German and French Wineries. In Forbes et al. (Hrsg) Social Sustainability in the Global Wine Industry : Concepts and Cases. Springer International Publishing, Cham, 119-136.</li> <li>• Dressler, M. &amp; Paunovic, I. 2021. A typology of winery SME brand strategies with implications for sustainability communication and co-creation. Sustainability 13(2):805.</li> </ul> |

- Dressler, M. & Paunović, I. 2019. Towards a conceptual framework for sustainable business models in the food and beverage industry: The case of German wineries. *British Food Journal*.
- Paunović, I. et al. 2020. Developing a competitive and sustainable destination of the future: Clusters and predictors of successful national-level destination governance across destination life-cycle. *Sustainability* 12(10):4066.

### **Supplemental Materials:**

- Ray, Partha, Sarkar, Runa, Sen, Anindya, Editors: *Economics, Management and Sustainability. Essays in Honour of Anup Sinha*, Springer Nature Singapore, Singapore, 2018
- Camilleri, Mark Anthony: *Corporate Sustainability and Environmental Management. An Introduction to Theory and Practice with Case Studies*, Springer International Publishing, Cham, 2017
- Müller-Christ, Georg: *Sustainable Management. Coping with the Dilemmas of Resource-Oriented Management*, Springer Verlag Berlin Heidelberg, 2011
- Hobson Myers, David: *Sustainability in Business. A Financial Economics Analysis*, Palgrave Macmillan. Springer Nature Switzerland, Cham, 2020
- Shmelev, Stanislav E.: *Ecological Economics. Sustainability in Practice*, Springer Science+Business Media, Dordrecht Heidelberg London New York, 2012
- Weber, Gregor: *Sustainability and Energy Management. Innovative and Responsible Business Practices for Sustainable Energy Strategies of Enterprises in Relation with CSR*, Springer Fachmedien Wiesbaden, Wiesbaden, 2018



## 140 Sensory Consumer Science

|                         |   |
|-------------------------|---|
| Module title and number | <b>140 Sensory and Consumer Science</b>   |
| Semester                | 1   |
| Module type             | Compulsory module   |
| Regularly offered in    | Winter semester   |
| Frequency of teaching   | Every year  |
| Duration                | 1 Semester  |
| Course type             | Lecture   |
| Language of instruction | English   |
| Planned size of class   | 15  |
| Credits                 | 5   |
| Workload                | 125   |
| Contact hours           | 27  |
| Supplementary study     | 98  |
| Module coordinator      | Prof. Dr. Ulrich Fischer  |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Prof. Dr. Ulrich Fischer</li> <li>• Prof. Dr. Luisa Torri</li> </ul>   |
| Admission requirements  | None  |
| Module objectives       | <p>This module focuses on the use of humans to report their sensory perception and preferences by assessing wines, beers and spirits. Sensory science is bridging the gap between the objective or subjective quality perception of wine at the one hand and the chemical composition of wine and other external quality traits of wine such as image of a producer or region, label design or price tag on the other hand. Thus learners will acquire a thorough knowledge how human</p> |

sense work, how perception will form preferences and how consumers choices are formed and modified. Besides learning relevant sensory techniques and statistical methods the students have to apply them in case studies and small projects in their companies or co-operating companies.

### **a) Sensory Methods for Product development and quality control**

- Gustation (Taste) –primary tastes, anatomy, physiology, and chemistry of taste
- Olfaction (Smell)–anatomy, physiology and chemistry of smell, transduction, adaptation.
- Tactile (Touch)–tactile sensations, temperature, mouthfeel, astringency.
- Vision (Seeing)–eyes: design and anatomy; visual organization, color perception.
- The Senses and the Brain - attention and adaptation, context, illusions.
- The Mind–how information is processed, analytical and affective components of sensation.
- Humans as Sensory Instruments–physiological and psychological biases, psychophysics, physiological differences between individual subjects and consumers
- Sensory methods – Difference tests, ranking, descriptive analysis, napping, time related techniques
- Basics of wine tasting and testing: criteria selection, wine assessment score cards
- Introduction to the most important international wine competitions
- Statistical techniques – binomial equations, analysis of variance, principle component analysis

### **b) Sensory Methods in Consumer Research**

- Sampling, recruitment, and screening of relevant consumers
- Applying quantitative tools such as preference testing, measurement of liking and other scales or tools used in quantitative market research. Questionnaire design
- Definitions of "context" and context variables
- Context for sensory measurements: Laboratory, central location, home-use and other field tests
- Segmenting consumers based on product preferences and linking it with variables characterizing individual consumers
- Qualitative methods – Definition of quality, Focus groups, Internet for qualitative research
- Relating consumer and sensory data - regression, principal component analysis of sensory attributes and hedonic ratings, Internal and external preference mapping, drivers of liking, Partial Least Square Regression

### **c) Application of Sensory evaluation and consumer testing (Sensory Lab)**

- The Sensory Evaluation Laboratory–environment, test protocol, instructions to panel, randomization and labeling, etc.

## 140 Sensory Consumer Science

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Testing Procedures–strategy, experimental design options, use of human subjects, selection and training, screening tests, performance assessment.</li> <li>• Application of difference tests, descriptive analysis, temporal dominance of sensation, preference tests, and score cards for wine assessments.</li> <li>• Off-flavours and imbalances in wine.</li> <li>• Comparison of internal laboratory tests vs. Central Location Tests vs. Home</li> <li>• Use Tests Examples for surveys, online market research–testing through the Internet</li> <li>• Contracting a consumer test to a market research agency.</li> </ul>   |
| Learning Outcomes                                | <p>Learners</p> <ul style="list-style-type: none"> <li>• assess the roles of sensory science in marketing, product development, and quality assurance.</li> <li>• develop competencies how to manage sensory evaluation and consumer testing resources.</li> <li>• develop independently a case study.</li> <li>• formulate and test hypotheses.</li> <li>• administer appropriate tests, evaluate the results and explore their interaction with other business units.</li> <li>• understand how to interpret uni- and multivariate statistical analysis of sensory tests.</li> <li>• compose consumer groups and include them properly in their survey.</li> <li>• derive drivers of liking from preference and descriptive tests and incorporate them in the product development process.</li> <li>• contract a consumer test with a market research agency.</li> <li>• demonstrate confident performance.</li> </ul> |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> <li>• Practice</li> </ul>  |
| Module exam type                                 | Case study   |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | Production I & II  |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.   |
| Value of the module to final mark:               | 5 / 85   |

|                    |   |
|--------------------|---|
| <p>Literature:</p> | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Lawless, H., Heymann, H. Sensory Evaluation of Food, Springer-Verlag New York, 2010 – 480 pg, 978-1-4419-6487-8</li> <li>• Jackson, R. S., Wine Tasting – a professional Handbook, 2nd Edition, 2009 – 512 pg, Elsevier Inc., ISBN: 978-0-12-374181-3</li> <li>• Civille, G. V., Carr, B. T., Sensory Evaluation Techniques, Fifth Edition, 2015 – 480 pg., Apple Academic Press Inc., ISBN 978-1482216905</li> <li>• O'Mahoney, M., Sensory Evaluation of Food: Statistical Methods and Procedures, 1986, 502 pg, Marcel Dekker Inc, ISBN 978-0824773373</li> <li>• Charters, S., Pettigrew, S. (2007): Food Quality and Preference 18, The dimensions of wine quality, Elsevier Ltd. , p. 997 – 1007</li> <li>• Wang, Q. J., Spence, C. (2018): Food Quality and Preference 68, Wine complexity: An empirical investigation, Elsevier Ltd., p. 238-244</li> <li>• Noble, A. C.: Wine Flavour, Describing the indescribable, FS&amp;T Vol.20 Issue 3, p. 32-35</li> <li>• Swiegers, J.H., Chambers, P.J., Pretorius, I.S. (2005): Olfaction and taste: Human perception, physiology and genetics, Australian Journal of Grape and Wine Research 11, p. 109-113</li> </ul> <p><b>Supplemental Materials:</b></p> <ul style="list-style-type: none"> <li>• MacFie, H.J.H., Piggott, J.R. (2012): Alcoholic Beverages, Chap. 21 Preference mapping: principles and potential applications to alcoholic beverages, Woodhead Publishing Ltd, p. 436-473</li> <li>• Monteleone, E. (2012): Alcoholic Beverages, Chap. 4 Sensory methods for product development and their application in the alcoholic beverage industry, p. 66-100</li> <li>• Torri, L., Noble, A. C., Heymann, H. (2013): Exploring American and Italian consumer preferences for Californian and Italian red wines, J Sci Food Agric 2013, 93, p. 1852 – 1857</li> <li>• Torri, L., et al. (2013): Food Quality and Preference, Projective Mapping for interpreting wine aroma differences as perceived by naïve and experienced assessors, Elsevier Ltd, p. 6-15</li> <li>• Siegrist, M., Cousin, M.-E. (2009): Appetite 52, Expectations influence sensory experience in a wine tasting, Elsevier Ltd, p. 762-765</li> <li>• Mora, M., Urdaneta, E., Chaya, C. (2018): Food Quality and Preference 66, Emotional response to wine: Sensory properties, age and gender as drivers of consumers' preferences, p. 19-28</li> <li>• Heymann, H., Machado, B., Torri, L., Robinson, A.L. (2012): How many judges should one use for sensory descriptive analysis?, Journal of Sensory Studies, ISSN, 0887-8250, p. 1-12</li> <li>• King, E. S., Randall, L. D., Heymann, H. (2013): Food Quality and Preference 28, The influence of alcohol on the sensory perception of red wines, p. 235-243</li> </ul> <p>Several case studies regarding the application of sensory and consumer research in the fields of quality control, product development, market segmentation and exploration of new markets.</p> |
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## 210 Marketing Management

|                         |   |
|-------------------------|---|
| Module title and number | <b>210 Marketing Management</b>   |
| Semester                | 2   |
| Module type             | Compulsory module   |
| Regularly offered in    | Summer semester   |
| Frequency of teaching   | Every year  |
| Duration                | 1 Semester  |
| Course type             | Lecture   |
| Language of instruction | English   |
| Planned size of class   | 15  |
| Credits                 | 5   |
| Workload                | 125   |
| Contact hours           | 27  |
| Supplementary study     | 98  |
| Module coordinator      | Prof. Dr. Edith Rüger-Muck  |
| Lecturer(s)             | Prof. Dr. Edith Rüger-Muck  |
| Admission requirements  | None  |
| Module objectives       | Strategic marketing is a key for entrepreneurial success, especially in the wine industry since wine offers emotional utility. Concepts, best practices, and techniques from planning and coordination of marketing functions, marketing policies, and the analysis of marketing administration build therefore the core of the module. In this module, strategic marketing is especially looked at in a global setting. Furthermore, this course teach students on quantitative techniques for making marketing decisions. |

Statistical methods are applied to secondary and primary data to find descriptive and causal relations among different variables. Building upon the basic marketing research, this course introduces advanced statistical techniques to analyze marketing data. In addition, other contemporary research techniques and tools are addressed such as for example implicit measurement methods.

Innovation management will be taught alongside to foster creativity and entrepreneurial ideas but with a business mindset and the strong desire to turn ideas into profit.

This course is therefore decision-oriented and latest insights from customer analysis are constituent content of the module to safeguard state-of-the-art know-how and competencies.

### **a) Strategic Marketing in a global context**

- What is (Global) Marketing and why do we need it?
- The (Global) Marketing environment (PEST, STEEPLE Analysis)
- Different management orientations
- Principles of Global Marketing
- Deciding which markets to enter
- Market entry strategies
- Designing the Global Marketing program
- Global market segmentation, targeting & positioning
- Differentiation versus standardization of the global marketing mix
- Implementation, coordination & supervision of the Global Marketing program
- Best practices in wine marketing

### **b) Marketing Psychology, Market Research & Demand Analysis**

- Market research: from theory to instruments to state-of-the-art approaches
- Introduction to consumer behavior (consumer behavior as a process, different actors etc.)
- Consumers' brain
- Buying behavior, a complex world of wine
- Consumer as individual (perception, personality, lifestyle, attitude, global values)
- Consumers as decision takers
- Consumers and sub-cultures (groups and social media, income and social class, subcultures, cultural influence)
- Global culture of consumers
- Neural methodology and insights
- From customer understanding to demand analysis

### **c) Product Design and Innovation**

- What is an innovative company?
- Theory of innovation management
- Excellence and best practices
- Innovation in the context of the wine business
- Value-chain decisions
- Partnering for innovation
- Technology and innovation

## 210 Marketing Management

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| Learning Outcomes                                | <p>Learners</p> <ul style="list-style-type: none"> <li>• develop a deep understanding of customer needs and how companies need to react with marketing activities.</li> <li>• create and evaluate different marketing strategies in B2C and B2B contexts. Client knowledge will encompass actual marketing insights.</li> <li>• develop their own research formats.</li> <li>• design attractive and creative offerings and solutions to win clients in competitive environments.</li> <li>• analyze, select, and evaluate marketing strategies with the appropriate conceptional frameworks and with an understanding of how companies can achieve competitiveness through the design and implementation of market-responsive programs.</li> <li>• understand the notion of “creative offer design” encompassing products but also services.</li> <li>• evaluate market innovations and how the implementation of ideas lead to financial success.</li> <li>• assess market analyses using state of the art paradigms such as "active customers" or "prosuming".</li> <li>• conduct the comprehensive PDI process in the wine industry, starting with demand analysis, mission statement, and break down analysis, continuing with concept development and system-level-design, and finishing with product testing, production approval, and system ramp-up. Technological and production aspects of the wine industry will be equally considered as the integration of human, aesthetic, and ecologic aspects.</li> <li>• produce designs in team settings.</li> <li>• evaluate economic and technological feasibility with the introduced basic methods of analysis.</li> <li>• develop projects by planning fundamentals of time and budget emulate development practices in the wine industry.</li> </ul> |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> <li>• Practice</li> </ul>  |
| Module exam type                                 | Case study   |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | Link to modules MWSS 240 and 320 where the principles of this module will be expanded (Communication, Cultural Management in Global Context, forecasting ...)  |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.   |
| Value of the module to final mark:               | 5 / 85   |

|                    |   |
|--------------------|---|
| <b>Literature:</b> | <b>Reading Materials:</b> <ul style="list-style-type: none"><li>• Hollensen, S. (2020): Global Marketing – A decision oriented approach, 8th ed. Prentice Hall.</li><li>• Keegan, W. J., Warren, M. (2019): Global Marketing, 10th ed.</li><li>• Albaum, et al. 2008. International marketing and export management, Pearson Education</li><li>• Hall, C. M. M., R. 2010. Wine marketing, England, Butterworth-Heinemann</li><li>• Naresh K. Malhotra, 2009: Marketing Research: An Applied Orientation: Pearson education limited.</li><li>• Joseph Hair, Robert P. Bush, David J. Ortinau (2008): Marketing Research, 4th revised edition, Mcgraw-Hill Publ.Comp</li><li>• Grönroos, C., 2007. Service Management and Marketing, John Wiley.</li><li>• Raab et al., 2010: The Psychology of Marketing: Cross-Cultural Perspectives, Gower.</li><li>• McClave, J. et al., 2021. Statistics for Business and Economics, 14th ed.</li><li>• Rao, Vithala, 2014. Applied Conjoint Analysis.</li><li>• Gorsuch, R., 2015. Factor Analysis 2nd ed.</li></ul> <b>Supplemental Materials:</b> <ul style="list-style-type: none"><li>• Kumar, N., 2004. Marketing as Strategy, HBS Press(Peters, 1982)</li><li>• Rama, R. (ed.) Handbook of Innovation in the Food and Drink Industry. The Haworth Press</li><li>• Forsman, H., 2011. Innovation capacity and innovation development in small enterprises. A comparison between the manufacturing and service sectors. Research Policy, 40, 739-750</li><li>• Füller et al, 2009. Consumer Empowerment Through Internet-Based Co-creation. Journal of Management Information Systems, 26, 71-102</li><li>• Vermeulen et al., 2007. Identifying key determinants for new product introductions and firm performance in small service firms. Service Industries Journal, 25, 625-640.</li><li>• Wheelen, T. et al, (2020). Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th edition.</li></ul> |
|--------------------|---|



## 220 Production2

|                         |   |
|-------------------------|---|
| Module title and number | <b>220 Production II: Flavours of the World</b>   |
| Semester                | 2   |
| Module type             | Compulsory module   |
| Regularly offered in    | Summer semester   |
| Frequency of teaching   | Every year  |
| Duration                | 1 Semester  |
| Course type             | Lecture   |
| Language of instruction | English   |
| Planned size of class   | 15  |
| Credits                 | 5   |
| Workload                | 125   |
| Contact hours           | 27  |
| Supplementary study     | 98  |
| Module coordinator      | Prof. Dr. Ulrich Fischer  |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Prof. Dr. Ulrich Fischer</li> <li>• Prof. Dr. Dominik Durner</li> </ul>  |
| Admission requirements  | None  |
| Module objectives       | <p>The objective of this module is to give an in-depth overview of the processing of wine, spirit and beer and how to achieve product styles by means of specific winemaking, brewing and distillation processes. An emphasis is given on the technology and biotechnology in processing and on the link between production techniques and obtained product styles. Students acquire knowledge and comprehension about the typicity of varieties and understand the role of raw materials, growing regions as well as the terroir and other influencing factors, which shape these products. The lectures facilitate quality-oriented and best practice winemaking,</p> |

brewing and distillation operations and students gain knowledge in recognition and prevention of process defects during production. Based on tastings, students learn to evaluate the sensory impact of different winemaking/distillation/beer brewing methods and to analyze the specific contribution of single steps and processes. Students are also enabled to evaluate certain products and to assess if they fit within the specific framework of a given style. Valuable information on operation costs, oversee international regulations and the legal framework of the most important markets complement the module. Tastings in face-to-face lectures and at home combine cognitive teaching by the lecturer and by self-guided learning with the sensory perception of different wine, spirit and beer styles under the guidance of an expert.

In evening settings, selected wines, beers and spirits will be tasted in the group to combine cognitive learning and sensory perception of the wines.

### **a) Wine & Spirits: Technology & Microbiology**

This lecture is organized by the technology applied during the production of wines and spirits and the utilized microorganisms

- Wine Technology
  - Hand and mechanical harvesting
  - Manual and automatic grape selection and destemming
  - Presses and press regimes for white, sparkling and red wines
  - Juice clarification techniques
  - Juice preservation and fining
  - Fermentation tanks and temperature control
  - Red wine fermenters
  - Maturation in tanks and wooden casks
  - Stabilization and wine fining
  - Filtration
  - Bottling, closures and labeling
  - Storage and logistics
- Spirit Technology
  - Selection and Processing of raw material for spirits
  - Fermentation and prevention of off-flavours
  - Distillation and rectification – column and pot stills
  - Post Distillation: Maturation, Flavouring, Colouring, Blending, Finishing
  - Bottling, closures and labeling
  - Storage and logistics
- Microbiology
  - Yeast for wine, sparkling wine, spirit and beer fermentations
  - malolactic bacteria for winemaking
  - Fermentation control
  - Spoilage due to microorganisms and how to prevent this

### **b) Global Wine Styles & Winemaking**

This lecture is structured by leading wine styles in the world which covers the most important varieties, countries and regions of origin and applied winemaking techniques to achieve these styles.

- White Wines → fruit driven stainless steel vs. barrel fermented wines
  - German dry Riesling
  - French Burgundy Chardonnay – oak aged
  - Californian Chardonnay– oak aged
  - French Loire Sauvignon Blanc– oak aged
  - New Zealand Sauvignon Blanc
  - Italian Friuli Orange Wine
  - German sweet Riesling
  - French sweet Sauternes
- Red Wines →
  - German dry red wines thermovinification
  - French Burgundy Pinot Noir
  - French Bordeaux Cabernet Sauvignon / Merlot
  - Californian Cabernet Sauvignon
  - Italian Piemonte Nebbiolo “Barolo”
  - Italian Tuscany Sangiovese “Chianti”
  - Italian Valpolicella “Amarone”
  - Spanish Rioja Tempranillo
  - Australian Shiraz
- Fortified Wines dry vs. sweet, oxidative vs. reductive treatment
  - Spanish Sherry
  - Portuguese Portwine
- Dealcoholized wines (partial and complete)
- Sparkling wines bottle vs. tank fermentation vs. carbonization
  - French Champagne Sparkling wine
  - German Cremant methode Sparkling wine
  - Spanish Cava
  - Italian Glera, “Prosecco”
  - Italian Glera “Prosecco Frizzante”

### c) Global Spirits and Craft Beers

This lecture is structured by the dominant spirits and beer styles in the world which covers the most important raw materials, their fermentation, distillation and aging in various wooden casks. The lecture will cover the leading spirit and beer styles of different countries and regions of origin, including legal definitions and regulations of the authentic spirits.

- Fruit brandies
  - German Williams Christ
  - French Calvados
- Grape based spirits
  - French Cognac
  - Spanish Brandy de Jerez
  - Italian Grappa
- Cereal/sugar based Spirits
  - Russian Vodka

|                                |  |
|--------------------------------|--|
|                                | <ul style="list-style-type: none"> <li>○ Scotch blended and single malt whisky</li> <li>○ Caribbean Rums and Cachaça</li> <li>○ Flavored Spirits</li> <li>○ English Gin</li> <li>○ Norwegian aniseed flavored Aquavit</li> <li>○ Mexican Tequila and Mezcal</li> </ul> <ul style="list-style-type: none"> <li>● Liqueurs <ul style="list-style-type: none"> <li>○ German fruit Liqueur</li> <li>○ Bitter and Herbal Liqueur</li> </ul> </li> <li>● Craft Beers <ul style="list-style-type: none"> <li>○ German Export/Helles/Lager Style</li> <li>○ American light beer style</li> <li>○ German Pilsener Style</li> <li>○ German Sauer beer style</li> <li>○ German Wheat beer style</li> <li>○ German Bock beer style</li> <li>○ English Brown Ale</li> <li>○ English Porter/Stout style</li> <li>○ American Indian Pale Ale Style</li> <li>○ Experimental beer styles</li> <li>○ Alcoholreduced and dealcoholized beer styles (Export, Pils, Wheat)</li> </ul> </li> </ul>   |
| Learning Outcomes              | <p>Learners</p> <ul style="list-style-type: none"> <li>● gain knowledge and comprehension of the most important global wine styles, the typicity of varieties and regions as well as the terroir and winemaking, which shapes these wines.</li> <li>● design self-guided tastings in the group and at home.</li> <li>● develop their own research questions.</li> <li>● draw comparisons and evaluate results in a research context.</li> <li>● combine cognitive teaching by the lecturer and by self-guided learning with the sensory perception of different wine, spirit and beer style under guidance of an expert.</li> <li>● rate the processes of distillation, rectification, aging of spirits as well as malting, wort production and fermentation/aging of beers</li> <li>● oversee international regulations and the legal framework of the most important markets for spirits.</li> <li>● evaluate in a test procedure the sensory impact of different winemaking/distillation/brewing methods and analyze the specific contribution of single steps or processes.</li> <li>● measure in a test procedure if a wine/spirit/beer fits within the specific framework of a given style.</li> </ul> |
| Teaching and Learning formats. | <ul style="list-style-type: none"> <li>● Blended Learning</li> <li>● Self-study</li> <li>● Lecture</li> <li>● Practice</li> </ul>  |
| Module exam type               | Assignment   |

## 220 Production2

|  |   |
|--|---|
| Requirements                                     | Passed module exam.   |
| Links to other modules within the study program: | Production I, Sensory and Consumer Science, Wine Expertise  |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.  |
| Value of the module to final mark:               | 5 / 85  |
|  | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Robinson, J. (2015), The Oxford Companion to Wine, Oxford University Press, 4th edition. ISBN: 978-0198705383</li> <li>• Johnson, H., Robinson, J. (2013), The World Atlas of Wine, Mitchell Beazley Octopus Publishing Group, 7th edition. ISBN: 978-1845336899</li> <li>• Domine, A. (2008), The Ultimate Guide to Spirits &amp; Cocktails, Ullmann Medien GmbH, ISBN: 978-0841603561</li> <li>• Oliver, G. (2011), The Oxford companion on beer, Oxford University Press, ISBN: 978-0195367133</li> <li>• Jackson, R.S. (2014): Wine Science – Principles and Applications, Chap.7. Fermentation, 4th edition, Academic Press, ISBN: 978-0123814685, p.332-417</li> <li>• Jackson, R.S. (2014): Wine Science – Principles and Applications, Chap.8. Postfermentation Treatments and Related Topics, 4th edition, Academic Press, ISBN: 978-0123814685, p.418-519</li> <li>• Jackson, R.S. (2014): Wine Science – Principles and Applications, Chap.9. Specific and Distinctive Wine Styles, 4th edition, Academic Press, ISBN: 978-0123814685, p.520-576</li> <li>• Jackson, R.S. (2014): Wine Science – Principles and Applications, Chap.10. Wine Laws, Authentication and Geography, 4th edition, Academic Press, ISBN: 978-0123814685, p.577-640</li> <li>• Jackson, R.S. (2014): Wine Science – Principles and Applications, Chap.11. Sensory Perception and Wine Assessment, 4th edition, Academic Press, ISBN: 978-0123814685, p.641-685</li> </ul> |

## 230 Ecological Sustainability

|                         |   |
|-------------------------|---|
| Module title and number | <b>230 Ecological Sustainability</b>  |
| Semester                | 2   |
| Module type             | Compulsory module   |
| Regularly offered in    | Summer semester   |
| Frequency of teaching   | Every year  |
| Duration                | 1 Semester  |
| Course type             | Lecture   |
| Language of instruction | English   |
| Planned size of class   | 15  |
| Credits                 | 5   |
| Workload                | 125   |
| Contact hours           | 27  |
| Supplementary study     | 98  |
| Module coordinator      | Prof. Dr. Marc Dreßler  |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Nadine Poss</li> <li>• Richard Grünewald</li> <li>• Frode Hobbelhagen</li> </ul>   |
| Admission requirements  | None  |
| Module objectives       | The module objectives are that learners seize the interdependency and complexity of managerial decisions and environmental, ecological impact. Besides raising the awareness of man-induced climate change and resource consumption the module will provide in-depth insights into creating options and making managerial decisions more environmental friendly. Hence, the module anchor ecologically sustainable business models. Quantifying the |

## 230 Ecological Sustainability

|                               |  |
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|                               | <p>impact hereby serves to render learner's managerial decisions more sustainable.</p> <p><b>a) Ecology &amp; Climate Change</b></p> <ul style="list-style-type: none"> <li>• Principles of sustainable soil and water protection</li> <li>• Biodiversity and ecosystem services</li> <li>• Integrated sustainable land use management systems</li> <li>• Climate change, climate protection and climate adaption</li> </ul> <p><b>b) Measuring Sustainability</b></p> <ul style="list-style-type: none"> <li>• Indicators for sustainability management, based on the international standards like GRI-Global Reporting Initiative or ISO 26000 and the national Standard DNK (Deutsche Nachhaltigkeitskodex).</li> <li>• Measurement categories for economical, ecological and social indicators pertaining to the wine business.</li> <li>• Key Performance Indicators and a total sustainability strategy.</li> <li>• IT-solutions for sustainability management.</li> </ul> <p><b>c) Minimizing the ecological impact: Sustainable Winery Management</b></p> <ul style="list-style-type: none"> <li>• Managerial challenges in agriculture: dependency from but working with the ecological environment</li> <li>• Managing multiple goals in the ambition to be sustainable</li> <li>• Specific certificates and management systems</li> <li>• Sustainability reporting and disclosure in winery – theoretical approach and case study</li> <li>• Sustainable winegrowing – agricultural, ecological, and pest management aspects</li> </ul> |
| Learning Outcomes             | <p>Learners</p> <ul style="list-style-type: none"> <li>• work independently, on time, professional and with scientific methods.</li> <li>• develop his or her own scientifically based judgment.</li> <li>• arrive at scientifically sound statements.</li> <li>• present the results appropriately in terms of language and form.</li> <li>• test independently their results for validity.</li> <li>• understand the dynamics, the complexity, and impact of climate change but also more facets of ecological sustainability and the consequences for businesses, e.g. winegrowing.</li> <li>• increase their knowledge of measuring ecologic impact and create managerial alternatives to minimize impact.</li> <li>• create more environmental conscious business models.</li> <li>• classify sustainability in the overall structure of ecology, economy and environment and adapt it for their own company</li> <li>• assess their personal responsibility in relation to social responsibility.</li> </ul>   |
| Teaching and Learning methods | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> <li>• Practice</li> </ul>  |
| Module exam type              | Assignment   |

## 230 Ecological Sustainability

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| Requirements                                     | Passed module exam   |
| Links to other modules within the study program: | It is strongly connected to module 130.  |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.   |
| Value of the module to final mark:               | 5 / 85   |
| Literature:                                      | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Alsos, G. A., Carter, S., &amp; Ljunggren, E. (2011). The handbook of research on entrepreneurship in agriculture and rural development: Edward Elgar Publishing.</li> <li>• Bini, Laura, Bellucci, Marco: Integrated Sustainability Reporting. Linking Environmental and Social Information to Value Creation Processes, Springer Nature Switzerland, Cham, 2020</li> <li>• Johnson-Bell, L. J., 2014. Wine and Climate Change: Winemaking in a New World. Burford Books</li> <li>• Dressler, 2021: Strategic environmentalism - entrepreneurial gist of the matter for differentiation, International Entrepreneurship and Management Journal, forthcoming</li> <li>• Dressler, M., &amp; Paunović, I. (2019). Towards a conceptual framework for sustainable business models in the food and beverage industry: The case of German wineries. British Food Journal, 122(5), 1421-1435. doi:10.1108/BFJ-03-2019-0214</li> <li>• Melnyk, S. A. S., Robert P.; Calantone, Roger. (2003). Assessing the impact of environmental management systems on corporate and environmental performance. Journal of Operations Management, 21(3), 329. doi:10.1016/S0272-6963(02)00109-2</li> <li>• Prakash, A. (2000). Greening the firm: The politics of corporate environmentalism: Cambridge University Press.</li> <li>• Reinhardt, F. L. (1998). Environmental product differentiation: Implications for corporate strategy. California Management Review, 40(4), 43-73.</li> <li>• Shrivastava, P. (1995). The role of corporations in achieving ecological sustainability. Academy of Management Review, 20(4), 936-960.</li> <li>• Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), 1319-1350.</li> </ul> <p><b>Supplemental Materials:</b></p> <ul style="list-style-type: none"> <li>• Albertini, E. (2013). Does environmental management improve financial performance? A meta-analytical review. Organization &amp; Environment, 26(4), 431-457.</li> <li>• Hannah, L., Roehrdanz, P.R., Ikegami, M., Shepard, A.V., Shaw, M.R., Tabor, G., Zhi, L., Marquet, P.A., Hijmans, R.J., 2013. Climate change,</li> </ul> |



wine, and conservation. *Proceedings of the National Academy of Sciences* 110 (17), 6907-6912.

- Jones, G.V., Webb, L.B., 2010. Climate Change, Viticulture, and Wine: Challenges and Opportunities. *Journal of Wine Research* 21 (2-3), 103-106.
- Mozel, M. R., & Thach, L. (2014). The impact of climate change on the global wine industry: Challenges & solutions. *Wine Economics and Policy*, 3(2), 81-89.
- Panarello, D. (2021). Economic insecurity, conservatism, and the crisis of environmentalism: 30 years of evidence. *Socio-Economic Planning Sciences*, 73, 100925.
- Riccaboni, A., Neri, E., Trovarelli, F., & Pulselli, R. M. (2021). Sustainability-oriented research and innovation in “farm to fork” value chains. *Current Opinion in Food Science*.
- Sandhu, H.S., Wratten, S.D., Cullen, R., 2010. Organic agriculture and ecosystem services. *Environmental Science & Policy* 13 (1), 1-7.
- Schimmenti, E., Migliore, G., Di Franco, C. P., & Borsellino, V. (2016). Is there sustainable entrepreneurship in the wine industry? Exploring Sicilian wineries participating in the SOSStain program. *Wine Economics and Policy*, 5(1), 14-23.

## 240 Channel Management

|                         |  |
|-------------------------|--|
| Module title and number | <b>240 Channel Management</b>  |
| Semester                | 2  |
| Module type             | Compulsory module  |
| Regularly offered in    | Summer semester  |
| Frequency of teaching   | Every year   |
| Duration                | 1 Semester   |
| Course type             | Lecture  |
| Language of instruction | English  |
| Planned size of class   | 15   |
| Credits                 | 5  |
| Workload                | 125  |
| Contact hours           | 27   |
| Supplementary study     | 98   |
| Module coordinator      | Prof. Dr. Marc Dreßler   |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>Prof. Dr. Marc Dreßler</li> </ul>   |
| Admission requirements  | None   |
| Module objectives       | Societal and technological change impact industries. The module “channel management” provides managerial insight how to actively manage clients via different channels as a result of the apparent driving forces. Multichannel management shows the complexity of obvious channel navigation from direct to consumer business to retailing to e-business based platforms or creative business models. Export management provides opportunities but also challenges in international trade and sales activities, |

requiring frameworks and managerial tools that are experienced in the context of small and medium entrepreneurship. Furthermore, the module provides in-depth know how on e-business and in the context of multichannel management.

The module strongly builds on an interactive business game.

### **a) Multichannel**

- Sales and sales organization
- Success factors in sales
- Channel definition
- Channels in the wine business
- Success factors by channels
- Pricing in a multichannel environment (of wine)
- Profitability implications
- Competences and value chain focus
- Partner management- Customer value perspectives
- Customer lifetime value concept

### **b) Wine Markets of the World & Export Management**

- The global wine market
- Market segments in global wine
- Wine enterprises of the world
- Trends and change in the wine world
- Export and global wine market
- Opportunities and Challenges
- Global business: cultures and implications
- Riesling success in US - fairy tale or true story?
- Customer preferences and German positioning
- Logistic challenges

### **c) Pricing & Price Enforcement**

- Pricing theory
- Pricing strategy
- Innovative pricing and bundling
- Price enforcement
- Pricing in the context of negotiation
- Category management and pricing

### **d) E-Commerce & Social Media**

- Technology and society
- Internet and commerce
- Web x.0: past – present - future
- Wine E-Commerce
- Management Information Systems
- Social media management
- Networking and PR in the “virtual world”

## 240 Channel Management

|  |   |
|--|---|
| <b>Learning Outcomes</b>                         | <p>Learners</p> <ul style="list-style-type: none"> <li>• analyze multichannel management as a must in today's business world and especially in the wine industry.</li> <li>• design multichannel strategies considering market opportunities, channel management, pricing, and sustainable management.</li> <li>• define prices in the context of strategic pricing and elaborate how to realize sales with a defined pricing strategy.</li> <li>• understand the challenges and specificities of international sales. Different cultural environments and according sales behavior are in the center as is multichannel management in international context.</li> <li>• design and realize multinational, multichannel sales strategies.</li> <li>• apply their knowledge on e-based sales strategies, whether e-business or web-based client interaction.</li> <li>• develop adequate e-based strategies due to technological and cultural changes.</li> <li>• design effective and efficient social media based customer and PR strategies.</li> </ul> |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> <li>• Exercise</li> </ul>   |
| Module exam type                                 | Case Study  |
| Requirements                                     | Passed module exam.   |
| Links to other modules within the study program: | Strong reliance on knowledge gained in modules 110, 130, and 210.   |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.  |
| Value of the module to final mark:               | 5 / 85  |
| <b>Literature:</b>                               | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Kumar, Managing customers for profit, Pearson, 2008</li> <li>• Albaum et al., International marketing and export management, 7th ed., Pearson, 2011</li> <li>• Anderson, K. 2004. The world's wine markets: Globalization at work, Edward Elgar Publishing</li> <li>• Hall, C. M. M., R. 2010. Wine marketing, England, Butterworth-Heinemann</li> <li>• Thatch, E-business in wine, Sonoma State University, Forthcoming</li> <li>• Mora, P. 2016. Wine Positioning. Springer Publishing.</li> </ul>   |

### Supplemental Materials:

- Aaby, N.-E. & Slater, S. F. 1989. Management influences on export performance: a review of the empirical literature 1978-1988. *International marketing review*, 6.
- Beaujanot, A. Q., Lockshin, L. & Quester, P. 2004. Distributors' business characteristics, buyer/seller relationship and market orientation: an empirical study of the Australian wine export industry. *Journal of Marketing Channels*, 12, 79-100.
- Cavusgil, S. T. International perspectives on trade promotion and assistance. *Papers from the International Symposium on Trade Promotion and Assistance ... May 26-27, 1988* 1988 Washington, D.C.
- Gemünden, H. G. 2013. Success factors of export marketing. In: PALIWODA, S. (ed.) *Perspectives on International Marketing-Re-Issued (RLE International Business)*. Routledge.
- Hult, G. T. M. C., et al 2007. What drives performance in globally focused marketing organizations? A three-country study. *Journal of International Marketing*, 15, 58-85.
- Mair, C. 2007. Determinants of export performance in SMEs: the case of the French wine industry. In: AVIGNON, U. O. (ed.) *PRATIC*.
- Sousa, C. M. 2004. Export performance measurement: an evaluation of the empirical research in the literature. *Academy of Marketing Science Review*, 9, 1-23
- Gurau, 2008. Direct marketing channels in the French wine industry. *International Journal of Wine Business Research*, 20, 38-52
- Tsiotsou et al, 2010. Tracing customer orientation and marketing capabilities through retailers' websites: A strategic approach to internet marketing. *Journal of Targeting, Measurement & Analysis for Marketing*, 18, 79-94.

## 310 Wine Expertise

|                         |   |
|-------------------------|---|
| Module title and number | <b>310 Wine Expertise</b>   |
| Semester                | 3   |
| Module type             | Compulsory module   |
| Regularly offered in    | Winter semester   |
| Frequency of teaching   | Every year  |
| Duration                | 1 Semester  |
| Course type             | Lecture   |
| Language of instruction | English   |
| Planned size of class   | 15  |
| Credits                 | 5   |
| Workload                | 125   |
| Contact hours           | 27  |
| Supplementary study     | 98  |
| Module coordinator      | Prof. Dr. Ulrich Fischer  |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Markus Del Monego</li> <li>• Prof. Dr. Ulrich Fischer</li> </ul>   |
| Admission requirements  | None  |
| Module objectives       | This module broaden the horizon of the students regarding the assessment and recognition of global wine styles, including professional communication skills regarding the sensory properties of wines and spirits. Besides the positive and the nature of wine defining properties, masking or even deteriorating off-flavors and contaminants will be characterized. Possible microbial and chemical sources will be named and strategies to prevent them. |

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|                   | <p>Combining fundamental know-how and background of international cuisines with the wine expertise will enable the students to progress towards a confident selection of suitable wines for different dishes and other occasions where wines and spirits are served. Cross-cultural aspects of food and wines as well as proper behavior at the tables of the world are subjects of this module.</p> <p>In evening settings, selected wines, beers and spirits will be tasted in the group to combine cognitive learning and sensory perception of the wines.</p> <p><b>a) Wine Assessment &amp; Recommendation</b></p> <p>Following the guidelines of the international Wine &amp; Spirit Education Trust wine will be assessed according to their</p> <ul style="list-style-type: none"> <li>• Description of sensory properties (color, odor, taste, mouthfeel)</li> <li>• Country and region of origin</li> <li>• Grape variety</li> <li>• Assessment of quality</li> <li>• Method of production</li> <li>• Age of wine in years</li> <li>• Readiness to drink/potential for future ageing</li> <li>• Potential for food pairing or serving special occasions</li> <li>• Approximate retail price and volume of production/trade</li> </ul> <p>Selected wines will be tasted in educational settings but in greater number by self-directed studies according to a curriculum of specific wine styles and heritages.</p> <p>Case studies will focus on typical occasions where wine and spirits recommendations are expected from a business leader.</p> <p><b>b) Off-Flavours &amp; Contaminants</b></p> <p>Chemical knowledge of the most abundant Off-Flavors and their sensory thresholds will be transmitted. Microbial and chemical sources will be discussed and how to prevent any sensory deterioration at which point in time in the wine making process. Special attention is given to existing legal limits in international markets as well as tools in quality management for prevention and early detection. Sensory evaluation of the most significant off-flavors will enable the students to gain experience and confidence in recognizing them in different wine matrices.</p> <p><b>c) Wine, Cuisine &amp; Hospitality</b></p> <p>This part will introduce the basics of chemical and physical composition of food. It combines information regarding the preparation and cooking of classic dishes and how this interacts with the broad portfolio of international wine styles. The role of food, wine and spirits in the context of hospitality and local customs will not only be discussed for a European/Anglo-Saxon background, but will include also emerging cultural areas such as China, India, Far East, Russia, Middle East, Latin America and Africa.</p> |
| Learning Outcomes | <p>Learners</p> <ul style="list-style-type: none"> <li>• analyze wines with the instruments and concepts of sensory analysis.</li> <li>• develop communications skills to describe wines properly in a business as well as cultural context.</li> </ul>   |

## 310 Wine Expertise

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|  | <ul style="list-style-type: none"> <li>• reach an equal competence level for quality assessment of wine as their well trained and experienced channel partners.</li> <li>• recognize most significant Off-Flavors, to specify the most relevant source of them.</li> <li>• recognize the most abundant contaminants of wines and spirits, including possible international regulatory limits and how to prevent their migration into the wine.</li> <li>• rate and combine food/dishes and wine in such a way that win-win-situations are accomplished.</li> <li>• weight the elements of culture in consuming wine, spirits and food paring (values and attitudes, manners and customs, religions)</li> </ul>  |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> <li>• Seminar</li> </ul>  |
| Module exam type                                 | Assignment with wine assessment   |
| Requirements                                     | Passed module exam.   |
| Links to other modules within the study program: | Sensory & Consumer Science, Production I + II   |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.  |
| Value of the module to final mark:               | 5 / 85  |
| Literature:                                      | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Jackson, R.S., Wine Science, Principles and Applications (2014), 4th edition. Academic Press; Print Book ISBN : 9780123814685, eBook ISBN : 9780123814692 – 968 pg</li> <li>• Robinson, J., Harding, J. (2015) The Oxford Companion to wine, Oxford University Press, 4rd edition</li> <li>• Jackson, R.S. 2009. Wine Tasting: A Professional Handbook, 2nd ed. Elsevier Press, 487 pp. Print Book ISBN-13: 978-0123741813, e-book ISBN-10: 0123741815</li> <li>• Guy, P., Soon E., Wine With Asian Food, Tide-Mark Press (2008) 174 pg. ISBN-10: 1594901147</li> <li>• Fischer, C. Wein &amp; Speisen, Leidenschaft mit System (2011) Fackelträger (2009), ISBN-13: 978-3771644314</li> <li>• Joseph, C.M.L., Albino, E., Bisson, L.F. (2017): A Publication of the American Society for Enology and Viticulture. Catalyst discovery into practice. 1:1. Creation and Use of a Brettanomyces Aroma Wheel, p.12-20</li> </ul> |



## 320 Sales Excellence

|                         |  |
|-------------------------|--|
| Module title and number | <b>320 Sales Excellence</b>  |
| Semester                | 3  |
| Module type             | Compulsory module  |
| Regularly offered in    | Winter semester  |
| Frequency of teaching   | Every year   |
| Duration                | 1 Semester   |
| Course type             | Lecture  |
| Language of instruction | English  |
| Planned size of class   | 15   |
| Credits                 | 5  |
| Workload                | 125  |
| Contact hours           | 21   |
| Supplementary study     | 104  |
| Module coordinator      | Prof. Dr. Marc Dreßler   |
| Lecturer(s)             | Christian Kloss  |
| Admission requirements  | None   |
| Module objectives       | <p>“Sales excellence” exposes students to state of the art sales challenges and provide frameworks and tools to counter the challenges in different context. The module is designed to cover not only the aspect of the producer/provider but also to understand the counterpart. Therefore, sourcing strategies and category management are explored. Nowadays, achieving sales targets requires competence in data and information management. All major/important sales channels are covered in detail.</p> |

One course will deal with actual information technology but with a strong focus on data exploitation and how to derive measurable action plans. Besides emotional competence such as common sense and gut feeling outperformance in sales requires in-depth competence in data interpretation and according risk management. A high-end class in forecasting will therefore be the cornerstone of the course and provide such competencies to derive managerial decisions in the sales activities.

Another course focuses on sales strategies for FMCG and how they differ for the wine industry. A major focus is on pricing and how to develop strategical B2B and B2C pricelists. Options for new client acquisitions are explored. Aftersales, keeping current clients and selling into existing channels are additional highlights with a special focus on sustainable sales. Finally, negotiation strategies in different sales environments are explained via real-time case studies.

The content will be explored in an international perspective. Hence, cultural aspects of sales are considered and according insights will be provided.

### **a) Sourcing & Category Management**

- Customer centric sales
- Sourcing strategies
- Pricing implications
- Key account management
- Category management and retail professionalism
- Local "cooption"
- "Creative bundling"

### **b) Data Mining & Information Management**

- The value of data
- Information on customers
- Customer value: from definition to calculation
- CRM tools: a value perspective
- Information management
- Ethical data management

### **c) Forecasting & Risk Management**

- Forecasting and theories
- Forecasting instruments: from basic tools and understanding to advanced methods
- State of the art methodology
- Risk management in the context of data interpretation
- Practical example /case study

### **d) Cultural Management in Global Context**

- Challenges of international business
- Growth of international business (theoretical perspective)
- Cultural management: from informal organization to multinational culture management

## 320 Sales Excellence

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|  | <ul style="list-style-type: none"> <li>• Hofstede's cultural dimensions</li> <li>• Game play: division of the group in subgroups with different roles and predefined "attitudes"</li> <li>• Skills to manage internationally</li> <li>• Manage cross-cultural negotiations</li> </ul>  |
| Learning Outcomes                                | <p>Learners</p> <ul style="list-style-type: none"> <li>• navigate sales ambitions in a global context and across channels.</li> <li>• pursue a real-life sales project from challenge definition to solution design to project management for realization and implementation.</li> <li>• design efficiently and effectively sales approaches with high value-add for the company and creativity.</li> <li>• exploit data in the context of sales. Data management via Customer Relationship Management (CRM) tools but also forecasting methodologies are in the focus of the module.</li> <li>• select new media and adequate technology in today's sales world. All new media instruments are discussed in the context of the wine industry and state of the art wine marketing and management.</li> <li>• compare cultural differences, values &amp; needs considered by international sales activities.</li> </ul> |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> </ul>  |
| Module exam type                                 | Case Study   |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | 320 builds on the modules 110, 210, 230, 240. It is strongly linked to 310 as changes on the product side matter for the according business design. Furthermore, this module is prerequisite for 330.  |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.   |
| Value of the module to final mark:               | 5 / 85   |
| Literature:                                      | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Weller et al. (2012). Supply Chain Forecasting: Best Practices &amp; Benchmarking Study. Lancaster University</li> </ul>   |

- Moon, M.A. (2013). Demand and Supply Integration: The Key To World Class Demand Forecasting, New York, NY: Financial Times Press
- Dougherty, J. & Gray, C. (2006). Sales & Operations Planning- Best Practices: Lessons Learned from Worldwide Companies, Victoria BC, Canada: Trafford Publishing

### **Supplemental Materials:**

- Galbraith et al., (1996). The Politics of Forecasting - Managing the Truth, California Management Review, 38, 29-43.
- Moon et al. (2003). Conducting a Sales Forecasting Audit, International Journal of Forecasting, 19, 5-25
- Sanders, N. R. et al. (2003). Forecasting Software in Practice: Use, Satisfaction, and Performance, Interfaces, 33, 90-93
- Fildes, R. & Hastings, R. (1994). The Organization and Improvement of Market Forecasting, Journal of the Operational Research Society, 45, 1-16.
- Mello, J. (2010). Corporate Culture and S&OP: Why Culture Counts, Foresight, Issue 16 (Winter 2010), 46-49
- Hofstede, G. 1993. Cultural constraints in management theories. The Academy of Management Executive, 7, 81-94
- Hofstede, G. 1983. National cultures in four dimensions: A research-based theory of cultural differences among nations. International Studies of Management & Organization, 46-74
- Cavusgil, S. T., Hult, G. T. M., Kiyak, T., Deligonul, S. & Lagerström, K. 2007. What Drives Performance in Globally Focused Marketing Organizations? A Three-Country Study. Journal of International Marketing, 15, 58-85.
- McCarthy et al., (2006) The Evolution of Sales Forecasting Management: A 20-Year Longitudinal Study of Forecasting Practices, Journal of Forecasting, 25, 303-324.
- Moon, M. A. (2006). Breaking Down Barriers to Forecast Process Improvement, Foresight, Issue 4 (June 2006), 26-30

### 330 Management in Practice

|                         |  |
|-------------------------|--|
| Module title and number | <b>330 Management in Practice</b>  |
| Semester                | 3  |
| Module type             | Compulsory module  |
| Regularly offered in    | Winter semester  |
| Frequency of teaching   | Every year   |
| Duration                | 1 Semester   |
| Course type             | Seminar  |
| Language of instruction | English  |
| Planned size of class   | 15   |
| Credits                 | 5  |
| Workload                | 125  |
| Contact hours           | 21   |
| Supplementary study     | 104  |
| Module coordinator      | Prof. Dr. Marc Dreßler   |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Prof. Dr. Marc Dreßler</li> <li>• With integration of topical experts</li> </ul>  |
| Admission requirements  | None   |
| Module objectives       | The module elaborates students on a chosen topic in sales working on a practical challenge but also enhancing their own negotiation skills to sell an individually worked out solution. Hence students increase their problem identification and solving skills, project management capabilities, as well as personal skills. Besides that, learners show their capabilities in issue identification, problem framing, analyses, options and solution generation the module targets on enhancing sales and negotiating capabilities. |

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|                   | <p>Learners increase their communication skills and strategies to win partners for own ideas or offerings.</p> <p>It bases on strong interaction within the individuals and the class and to discuss the presented results, tools, and real-life sales and negotiation challenges. Therefore, learners work on a real life sales project from challenge definition to solution design to project management for realization and implementation. Learners therefore design efficiently and effectively sales approaches with high value-add for the company and creativity. They will not only focus on designing but furthermore on realizing sales ambitions by enhancing negotiation capabilities. Further focus in on price definition and price realization as well as sales strategies in a global context with according understanding of managing and selling in different cultural settings.</p> <p><b>a) Project management and consulting</b></p> <p>The course covers phases of project management and according project management tools for each phase for their individually chosen project.</p> <ul style="list-style-type: none"> <li>• Project management: the challenges</li> <li>• Phases of a project</li> <li>• Project planning techniques and risk management</li> <li>• Project management tools</li> <li>• Cost planning and cost control</li> <li>• Managing mega projects and learnings</li> <li>• Value of experts</li> <li>• Consulting industry insights</li> <li>• Consulting in the wine world</li> <li>• Project management in practice</li> </ul> <p><b>b) Communication, Presentation, Negotiation</b></p> <ul style="list-style-type: none"> <li>• 5 steps to realize goals via sales</li> <li>• Marketing and sales interaction</li> <li>• Change concepts "from sales for sales"</li> <li>• Target development - customer centric</li> <li>• Sales implementation</li> <li>• Negotiation strategies</li> <li>• Negotiation practice</li> </ul> |
| Learning Outcomes | <p>Learners</p> <ul style="list-style-type: none"> <li>• develop a case study and thereby convince an audience for a thoroughly developed recommendation.</li> <li>• plan their own research questions.</li> <li>• express and test hypotheses.</li> <li>• optimize their project management skills.</li> <li>• solve a strategic challenge, work out adequate solutions, and present the arguments to a critical group.</li> <li>• develop competencies in negotiations and sales skills.</li> <li>• prepare and realize sales interactions to close deals.</li> <li>• create a story and derive an adequate and solid business case.</li> </ul>  |

### 330 Management in Practice

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| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Seminar</li> </ul>  |
| Module exam type                                 | Case Study   |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | In depth knowledge of 110, 130, 210, 230, 240, 320. Furthermore, the elective topics might individually link to potentially each module in the program.  |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.   |
| Value of the module to final mark:               | 5 / 85   |
| Literature:                                      | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Kerzner, Value-driven Project Management, Wiley, 2009</li> <li>• Developing New Business Ideas, A step-by-step guide to creating new business ideas worth backing, Pearson, 2005</li> <li>• HBR's 10 must reads 2015 : the definitive management ideas of the year from Harvard Business Review, Harvard Business Review Press, 2015</li> </ul> <p>Supplemental Material depends on the chosen subject of practical sales challenge to be analyzed and will be provided by the tutors in the course of the module realization.</p> |

### 340 Law Politics

|                         |  |
|-------------------------|--|
| Module title and number | <b>340 Law &amp; Politics</b>  |
| Semester                | 3  |
| Module type             | Compulsory module  |
| Regularly offered in    | Winter semester  |
| Frequency of teaching   | Every year   |
| Duration                | 1 Semester   |
| Course type             | Lecture  |
| Language of instruction | English  |
| Planned size of class   | 15   |
| Credits                 | 5  |
| Workload                | 125  |
| Contact hours           | 21   |
| Supplementary study     | 104  |
| Module coordinator      | Prof. Dr. Marc Dreßler   |
| Lecturer(s)             | <ul style="list-style-type: none"> <li>• Dr. Yorck Schäling</li> </ul>   |
| Admission requirements  | None   |
| Module objectives       | The objective of the module is to provide an overview of the various legal implications of the national and international wine legislation. Particular emphasis will be given to legal aspects concerning the production of wine and spirits as well as to the declaration of these products in national and international contexts. International import/export policies and regulations are highlighted and an insight are provided. |



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|  | <p>The interrelation between the legal frameworks and quality management will be discussed. Students apply legal principles to solve legal problems in the areas covered and present the acquired knowledge and understanding of legal principles in a precise form using the appropriate legal language and concepts.</p> <p><b>a) National &amp; International Wine Legislation</b></p> <ul style="list-style-type: none"> <li>• Legal framework of wine production</li> <li>• Legal framework of the declaration of wine products</li> <li>• Impact on quality management of legal frameworks</li> <li>• Consumerism</li> </ul> <p><b>b) Import and Export Regulations &amp; Policies</b></p> <ul style="list-style-type: none"> <li>• Legal framework of the import of wine and wine products</li> <li>• Legal framework of the export of wine and wine products</li> <li>• Tax regulations of import and export</li> <li>• International import and export policies</li> </ul> <p><b>c) Political Scenarios and choice systems in the EU wine market</b></p> <ul style="list-style-type: none"> <li>• Public and private interests</li> <li>• Influence of pressure groups on the wine sector</li> <li>• Lobbying in the wine sector</li> </ul> |
| Learning Outcomes                                | <p>Learners</p> <ul style="list-style-type: none"> <li>• select processes to assure the production of wine and spirits as well as the declaration of these products in line with the legal frameworks.</li> <li>• evaluate the significance of import and export regulations and its impact on quality management.</li> <li>• propose management strategies to face international import/export policies.</li> <li>• modify their strategies regarding the political developments in the EU.</li> <li>• work consistently and purposefully.</li> </ul>   |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Blended Learning</li> <li>• Self-study</li> <li>• Lecture</li> </ul>  |
| Module exam type                                 | Assignment or written examination.   |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | There is an interrelation with Strategic Management with regard to the impact of legal frameworks and import/export policies on long term strategies.  |

### 340 Law Politics

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| Links to other study programs / disciplines: | Module is not used in other degree programs.  |
| Value of the module to final mark:           | 5 / 85  |
| Literature:                                  | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• Council Regulation (EC) No 479/2008, Brussels: European Commission</li> <li>• Council Regulation (EC) No 753/2002 of 29 April 2002 (EC) Council Regulation (EC) No 1493/1999, Annex I: Reservation of certain types of bottle</li> <li>• Gaeta, D., Corsinovi, P. (2014), Economics, Governance, and Politics in the Wine Market: European Union, New York: Palgrave</li> <li>• Barnard, C., (2013), The substantive law of the EU: the four freedoms. 4th ed. Oxford: Oxford University Press.</li> <li>• Foster, N.G., ed., (2014), Blackstone's EU treaties and legislation 2014-2015. 25th ed. Oxford: Oxford University Press.</li> <li>• Weatherhill, S., (2014), Cases and materials on EU law. 11th ed. Oxford: Oxford University Press.</li> <li>• Woods, L. and Watson, P., (2014), Steiner and Woods EU law. 12th ed. Oxford: Oxford University Press.</li> <li>• <a href="http://eur-lex.europa.eu">http://eur-lex.europa.eu</a></li> </ul> <p><b>Supplemental Materials:</b></p> <p>Will be provided prior to and during the lecture</p> |

### 350 Research Methodologies for Managers

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| Module title and number | <b>350 Research Methodologies and Methods for Managers</b>  |
| Semester                | 3   |
| Module type             | Compulsory module   |
| Regularly offered in    | Winter semester   |
| Frequency of teaching   | Every year  |
| Duration                | 1 Semester  |
| Course type             | Seminar   |
| Language of instruction | English   |
| Planned size of class   | 15  |
| Credits                 | 5   |
| Workload                | 125   |
| Contact hours           | 21  |
| Supplementary study     | 104   |
| Module coordinator      | N.N   |
| Lecturer(s)             | N.N   |
| Admission requirements  | None  |
| Module objectives       | <p>The module is designed to support students in selecting an appropriate thesis topic and inform them of the academic and practical requirements of the thesis. Thereby Students have the ability to understand and evaluate different approaches to research by exploring the diversity of methodological techniques at a conceptual level, in relation to the practical implementation of their thesis research project.</p> <p>As such the module develop the insights, skills and knowledge, which enable students to carry out a research project and complete a thesis on a topic of management, which is of relevance to them and their organizations. Students are briefly introduced to the main philosophical traditions of management research. The appropriate</p> |

### 350 Research Methodologies for Managers

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|  | <p>use of a range of research methods and techniques within defined philosophical contexts will then be discussed. The Students have the ability to not only collect but to interpret, analyze and evaluate relevant data and information. The requirement to underpin research endeavors by means of a rigorous literature search is highlighted. The need for students to demonstrate critical and analytical skills, with appropriate theoretical underpinning is emphasized. The students have thereby the skill set necessary for these related objectives. Such a skills set will include the ability through enhanced critical awareness to reflect upon and use various theories, models and frameworks to address the nature of management in relation to themselves and complex organizational issues.</p>   |
| Learning Outcomes                                | <p>Learners</p> <ul style="list-style-type: none"> <li>• differentiate between and critically review a range of philosophical and methodological approaches to management research.</li> <li>• rate a range of literature and theory and identify the role(s) of scholarship in research.</li> <li>• critically appraise and discuss choices in methodological approach (including the collection, analysis, and interpretation of data).</li> <li>• support assertions and conclusions with critical and analytical argument.</li> <li>• understand the tensions and the opportunities that exist in the relationship between academic theses and interventions in the overall context of business and organization.</li> <li>• draw comparisons and place them in the research context.</li> <li>• plan own work rhythm.</li> <li>• ask other participants for their opinion.</li> </ul> |
| Teaching and learning formats                    | <ul style="list-style-type: none"> <li>• Self-study</li> <li>• Blended learning</li> <li>• Seminar</li> </ul>  |
| Module exam type                                 | Research Proposal  |
| Requirements                                     | Passed module exam.  |
| Links to other modules within the study program: | 410 Master Thesis  |
| Links to other study programs / disciplines:     | Module is not used in other degree programs.   |
| Value of the module to final mark:               | 0 / 85   |
| Literature:                                      |  |

## 350 Research Methodologies for Managers

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|  | <p><b>Recommended Textbook:</b></p> <ul style="list-style-type: none"><li>• Gill, J and Johnson, P (2010) Research Methods for Managers, Sage</li><li>• Saunders, M. et al (2018) Third Edition Research Methods for Business Students, Pearson education limited</li><li>• Bell, E, Bryman, A and Harley, B (2018) Business Research Methods Oxford University Press</li></ul> <p><b>Supplemental Materials:</b></p> <ul style="list-style-type: none"><li>• Burrell G, and Morgan, G. (1979) Sociological Paradigms and Organisational Analysis, Heinemann</li></ul> |
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## 410 Master Thesis

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| Module title and number | <b>410 Master-Thesis</b>   |
| Semester                | 4  |
| Module type             | Compulsory module  |
| Regularly offered in    | Summer semester  |
| Frequency of teaching   | Every year   |
| Duration                | 1 Semester   |
| Course type             | Thesis   |
| Language of instruction | English  |
| Planned size of class   | 15   |
| Credits                 | 25 ECTS  |
| Workload                | 625  |
| Contact hours           | 8  |
| Supplementary study     | 617  |
| Module coordinator      | Prof. Dr. Marc Dreßler   |
| Lecturer(s)             |  |
| Admission requirements  | 40 credit points must have been acquired in the program in order to register for the Master's thesis.  |
| Module objectives       | The Master Thesis is a research project resulting in a substantive paper that involves original collection or treatment of data and/or results. Elements of the thesis include a comprehensive analysis of relevant literature, a research study design, the collection and analysis of data, as well as the discussion of results. In addition, it represent a synthesis and application of the literature on a topic, and apply a critical evaluation of empirical studies on the topic. |

## 410 Master Thesis

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| Learning Outcomes                                | <p>Learners</p> <ul style="list-style-type: none"> <li>• demonstrate that they are able to work on a problem within a specified period of time using the methods of their subject area.</li> <li>• develop an independent, scientifically based judgment.</li> <li>• arrive at scientifically well-founded statements.</li> <li>• present the results appropriately in terms of language and form.</li> <li>• interpret and critically appraise research findings with respect to design and data analysis.</li> <li>• defend their research in an oral presentation.</li> <li>• appear confident and prepared</li> <li>• demonstrate a critical and practical understanding of the methods employed in research.</li> <li>• compare and critically evaluate research material from the literature.</li> <li>• work self-organized and on time.</li> </ul>   |
| Teaching and Learning formats                    | <ul style="list-style-type: none"> <li>• Self-study</li> <li>• Thesis workshop</li> </ul>  |
| Module exam type                                 | Master Thesis  |
| Requirements                                     | Thesis, Oral Defense of Thesis   |
| Links to other modules within the study program: | 350 Research Methodologies for Managers  |
| Links to other study programs / disciplines:     | This module is universal and occurs in every other degree program.   |
| Value of the module to final mark:               | 25 / 85  |
| Literature:                                      | <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>• John W. Creswell (2003), Research Design - Qualitative, Quantitative, and Mixed Methods Approaches, 2nd ed., London: Sage Publications</li> <li>• R. Day; B. Gastel (2012), How to Write and Publish a Scientific Research Paper, 7th ed., Cambridge: Cambridge University Press</li> <li>• Mark N. K. Saunders, et al. (2012) Research Methods for Business Students, 6th edition, Edinburgh: Pearson education limited</li> <li>• Yin, R. K. 2008. Case Study Research, Sage Publications</li> <li>• Patton, M. Q. 2005. Qualitative research, Wiley Online Library.</li> </ul> <p><b>Supplemental Materials:</b></p> <ul style="list-style-type: none"> <li>• Eisenhardt, K. 1989. Building Theories from Case Study Research. The Academy of Management Review, 14, 532-550</li> <li>• Orth et al, 2007. The global wine business as a research field. International Journal of Wine Business Research, 19, 5-13.</li> </ul> |