



AREC 428 – Agricultural Business Management Spring 2018

Instructor: Dr. Alessandro Bonanno
Office: B327 Clark Building
Telephone: 9704915543
Email: alessandro.bonanno@colostate.edu
Skype: alessandrobbonanno76
Office Hours: Wednesday 10 am – Noon or by appointment.
Drop-ins (B327 Clark or on Skype) are also welcome!

TA: Miles Rollison;
Email: Miles.Rollison@rams.colostate.edu
Office Hours: Tuesday-Thursday 12:30-1:30 pm; Room B302 Clark

Class Meeting time and location

Behavioral Science Building 107; 3:00 PM to 4:15 PM; Monday / Wednesday and Online
(Echo recordings will be available after the class meetings for the students in the Online Section).

Course Description

This course is designed to integrate skills and competencies from the agricultural economics curriculum into a cohesive decision making system that includes marketing, financial, and strategic management. Students completing the course will have a deeper knowledge of these core skills and a sound understanding of how they interact and influence one another.

Course Prerequisites

AREC 305/EA 305 Enterprise Analysis; AREC 310 / AREC 311

Recommended Text

There is no required textbook for this course; a recommended/optional textbook (used as source for class notes) is:

Barnard, Akridge, Dooley, Foltz, and Yeager. Agribusiness Management. 5th Edition. Routledge. New York, NY. 2016 ISBN: 978-1138891937

A physical copy is available on reserve from the library. Additional reading materials will be provided electronically on the course page on Canvas.

Learning Outcomes

Upon the completion of this course, you will have ...

1. ... applied skills and competencies from the agribusiness curriculum into an integrated decision framework that is applied to a real world business;
2. ... examined the strategic, financial and market position of an existing agribusiness firm, from an internal perspective as well as in the context of the market / chain where it operates;
3. ... identified economic opportunity for an existing agribusiness; proposed and assessed the existence and the feasibility of alternatives with appropriate methods;
4. ... interpreted and communicated the results of your analysis to a broad audience;
5. ... improved your critical thinking ability.

AREC 428: Agricultural Business Management

Grading

Grades will be assigned on a 1000 points basis, with scores that are divided as follows:

Exams (2, 150 points each)	300
Team Assignments (5*40 points each)	200
Business Prospectus (Written Reports – 2*100 points)	200
Feasibility Analysis (Written Report)	150
Presentations (3*50 points each)	150
Total	1000

Tentatively, final grades will be assigned according to the following scheme: A = 94-100%; A- = 90 – 93%; B+ = 88 – 89%; B = 84-87%; B- = 80–83%; C+ = 78–79%, C = 74-77%; C- = 70-73% D= 60-69%; F = <60%.

Tests (300 points; 2 tests worth 150 points each): The tests will be held in class or available online for the on-line students, in dates specified in the course calendar. Each exam will last a maximum of 75 minutes. The second test will not be comprehensive; this course will not have a final exam during finals’ week. Each exam will consist of multiple choice questions, short answers, and problems. The exams are designed to be closed book, closed notes: the use of calculators and calculators only will be allowed during these two tests (no cell phones, smartphone, tablets or other devices that can be connected to the internet). Make-up tests will only be given for students who have contacted the instructor before the day of the exam and have a legitimate and verifiable excuse (see “Note on attendance policy” below). Once again: you will be asked to turn off and store your cellular phone / tablet / mobile device before each test – no cell-phone use will be allowed during the tests. If you use your cell phone during a tests you will be asked to leave the room.

Assignments (200 points): There will be 6 TEAM assignments, worth 40 points each (i.e. each assignment will count for 4% of the final grade). The assignment with the lowest grade will be dropped (that is your team will receive grades only for the five assignments with the highest grades). Assignments are due by 2:00 p.m., following the schedule indicated in the course calendar. Note: each assignment is due ONE WEEK after it has been assigned (with the exception of Assignment 4, assigned prior to spring break). The questions of the assignments will be closely related to the content of the capstone project. Assignments will be submitted via Canvas. It is every group’s responsibility to: 1) complete the work timely (it is advisable that you do not wait until the last day to start working on the assignments), 2) verify that you have access to the necessary software to complete your work, 3) ensure that you have access to a working internet connection, and 4) use a browser compatible with Canvas. Late assignments will be accepted with a 33% daily penalty. This means that missing the deadline will automatically result in a 33% penalty; submitting the assignment two days late will result in a 66% penalty; assignments submitted later than 48 hours after the deadlines will result in a 0 grade for that assignment. Make up assignments will ONLY be allowed if extenuating circumstances apply: the students/groups must contact the instructor in advance.

Business Prospectus (200 points): Each group will be asked to identify and connect with an agribusiness and analyze thoroughly all its component, including financial situation / strategy;

AREC 428: Agricultural Business Management

marketing strategy; core competences of the managements / ownership; mission / vision of the business; organizational structure; short and long-term goals of the business. The business prospectus will be divided into two parts, the first presenting a general description of the business, its vision, mission, core competencies and its marketing strategy, while the second focusing on an analysis of the financial situation of the company, its strategic positioning and planning. Each group will also be asked to propose alternatives for further evaluation in the feasibility analysis / study report (see below). Additional information will be distributed as the class proceeds.

Feasibility analysis/study (150 points): This component of the capstone project consists in a rigorous quantitative analysis of the alternatives identified during the development of the business prospectus. While an outline of this analysis should be included as an appendix to the business prospectus, the analysis, its methods and results will be thoroughly illustrated in a separate document which will be discussed in a presentation to the class and an external audience (see below). Additional information will be distributed as the class proceeds. **NOTE:** A draft document outlining the research idea underlying the feasibility study is due on Monday, March 19. The complete feasibility study report is due during final week (see course calendar). Submission of electronic copies of all documents in Canvas is required (both at the intermediate and final stage). Additional information will be provided to you as the class proceeds.

Presentations (150 points – one grade for each group): There will be three presentations; each presentation is worth 50 points. Two presentations for the business prospectus (one for each part), and a final presentation of the feasibility study which will be presented to the class and to an audience of faculty and industry representatives (See course calendar for the dates of each presentation). Business casual attire is *recommended* for all presentation, and *required* for the final presentation. Not all group members have to speak during the presentations, although attendance is mandatory. Further information will be provided as the class proceeds.

Peer evaluations:

your group score will depend highly on how each team member contributes to the group's success. In order to deter *free riding* behavior, we will use a *peer evaluation* form, where you will be asked to evaluate yourself and each of your teammates, assigning them a score between 1 and 10. Three peer evaluations will occur at different moments to assess the contribution to:

- assignments 1, 2, 3 and part 1 of the business prospectus (and presentation)
- assignments 4, 5, 6 and part 2 of the business prospectus (and presentation)
- Feasibility analysis presentation and report (submitted electronically AFTER the report is submitted).

The average peer evaluation score, rounded in excess to the closest unit, will be used to weight the score of the assignments and project of your team to obtain your individual scores.

- **Example:** assume your group's cumulative grade for assignments 1, 2 and 3 is 100 (out of the 120 points available), and your average peer-review score is 8.3. This score (8.3) will be approximated to 9 resulting in a weight of 0.9 (9/10). Your individual score is then obtained multiplying 100 (your group's cumulative score) times your peer evaluation's weight (0.9). Your overall score for assignment 1, 2 and 3 will be 90 ($100 \times 0.9 = 90$).

Note: intermediate peer evaluations below 6/10 will result in being *fired* from a group and to have to work individually on the remaining assignments and capstone project.

AREC 428: Agricultural Business Management

Participation Expectations

Active participation in this course is expected. Besides lecturing, other activities will take place during class meetings, which may include short presentations, quizzes, short case studies, class discussions and critical analyses of relevant news and articles. For these activities to be successful, active participation is necessary. Successful students spend a minimum of nine hours per week working on assignments, project development, reviewing materials and meeting with the instructor. Free-riding on the group's efforts will not be tolerated; a peer-evaluation system is in place to ensure that lack of participation in group activities is penalized (see above).

Reasonable Accommodations for students with disability or chronic health conditions

Students who will need accommodations in this class due to a disability or chronic health condition, should discuss their individual needs with the instructor. Any accommodation must be discussed in a timely manner prior to implementation, a verifying accommodation letter from [Resources for Disabled Students](#) is required before any accommodation is provided

Academic Integrity Policy

This course will adhere to the CSU Academic Integrity [Policies and Guiding Principles](#) as found in the General Catalog and the [Student Conduct Code](#).

- Cheating—includes using unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member.
- Plagiarism—includes the copying of language, structure, ideas, or thoughts of another, and representing them as one's own without proper acknowledgment.
- Unauthorized Possession or Disposition of Academic Materials—includes the unauthorized selling or purchasing of examinations or other academic work; stealing another student's work; unauthorized entry to or use of material in a computer file; and using information from or possessing exams that an instructor did not authorize for release to students.
- Falsification—includes any untruth, either verbal or written, in one's academic work.
- Facilitation—includes knowingly assisting another to commit an act of academic misconduct.

At a minimum, violations will result in a grading penalty in this course and a report to the Office of [Conflict Resolution and Student Conduct Services](#).

CSU Honor Pledge

Academic integrity lies at the core of our common goal: to create an intellectually honest and rigorous community. Because academic integrity, and the personal and social integrity of which academic integrity is an integral part, is so central to our mission as students, teachers, scholars, and citizens, I will ask that you affirm the CSU Honor Pledge as part of completing your work in this course. While you will not be required to affirm the honor pledge, you may be asked to affirm *the following statement at the start of your exams*: "I have not given, received, or used any unauthorized assistance." Consider reviewing further information on [Academic Integrity](#)

Classroom Conduct

As part of the CSU community, students in this class must adhere to Colorado State's [Principles of Community A](#) collaborative, and vibrant community is a foundation for learning, critical

AREC 428: Agricultural Business Management

inquiry, and discovery. Each member of the CSU community has a responsibility to uphold these principles when engaging with one another and acting on behalf of the University:

- **Inclusion:** We create and nurture inclusive environments and welcome, value and affirm all members of our community, including their various identities, skills, ideas, talents, and contributions.
- **Integrity:** We are accountable for our actions and will act ethically and honestly in all our interactions.
- **Respect:** We honor the inherent dignity of all people within an environment where we are committed to freedom of expression, critical discourse, and the advancement of knowledge.
- **Service:** We are responsible, individually and collectively, to give of our time, talents, and resources to promote the well-being of each other and the development of our local, regional, and global communities.
- **Social Justice:** We have the right to be treated and the responsibility to treat others with fairness and equity, the duty to challenge prejudice, and to uphold the laws, policies and procedures that promote justice in all respects.

Other Resources:

Mental Health Need Help? CSU is a community that cares for you. If you are struggling with drugs or alcohol and/or experiencing depression, anxiety, overwhelming stress or thoughts of hurting yourself or others please know there is help available. Counseling Services has trained professionals who can help. Contact 970.491.6053 or go to <http://health.colostate.edu>. If you are concerned about a friend or peer, tell someone at by calling 970.491.1350 to discuss your concerns with a professional who can discreetly connect the distressed individual with the proper resources (<http://supportandsafety.colostate.edu/tellsomeone>). Rams take care of Rams. Reach out and ask for help if you or someone you know is having a difficult time.

Sexual Assault and Violence Elimination CSU's Student Sexual Harassment and Violence policy, following national guidance from the Office of Civil Rights, requires that professors follow CSU policy as a "mandatory reporter" of any personal disclosure of sexual harassment, abuse, and/or violence related experiences or incidents shared with the professor in person, via email, and/or in classroom papers or homework exercises. These disclosures include but are not limited to reports of personal relational abuse, relational/domestic violence, and stalking. While professors are often able to help students locate appropriate channels of assistance on campus (e.g., see the CSU Health Network link below), disclosure by the student to the professor requires that the professor inform appropriate CSU channels to help ensure that the student's safety and welfare is being addressed, even if the student requests that the disclosure not be shared. For counseling support and assistance, please see The CSU HEALTH NETWORK, which includes a variety of counseling services that can be accessed at: <http://www.health.colostate.edu/> . And, The Sexual Assault Victim Assistance Team is a confidential resource for students that does not have a reporting requirement and that can be of great help to students who have experienced sexual assault. The web address is <http://www.wgac.colostate.edu/need-help-support> .

AREC 428: Agricultural Business Management

Course Calendar / Schedule of Activities

<i>Date</i>	<i>Topics</i>	<i>Source</i>	<i>Activities/ Deadlines</i>
Jan. 17 Wed.	Intro to AREC428	BADFY Ch	
Jan. 22 Mon.	Module I: Agribusiness and Management;	1, 2, 4 & 16	
Jan. 24 Wed.	Legal forms & organizational structures Project Intro – Guest Speaker	Handouts	Assignment 1 Groups list due
Sept. 29, Mon.	Module II: Supply Chain Management	BADFY Ch. 15	
Sept. 31, Wed.	Module III: Vision & Mission Statements, Core		Assignment 1 due
Feb. 5, Mon.	competencies; Strategic Marketing / Market	BADFY	Assignment 2
Feb. 7, Wed.	Segmentation & Marketing Mix	Ch.6, 7	
Feb. 12, Mon.	Module IV: Market Research and Marketing	BADFY Ch.8	Assignment 2 due Assignment 3
Feb. 14, Wed.	Tools	Handout/AR	
Feb. 19, Mon.	Review & Discussion / Group Study time / Q & A		Assignment 3 due
Feb. 21, Wed.	Exam I (for ONLINE Monday Feb 19 – Friday Feb 23)		
Feb. 26, Mon.	Presentations 1 (round1)		
Feb. 28, Wed.	Presentations 1 (round2) - Peer Evaluations 1 - Exams Back		Prospectus Part 1 due
Mar. 5, Mon	Module V: How to Perform a Feasibility Analysis; Feasibility Analysis Introduction	Handout/AR	Feedback Capstone Project Reports
Mar. 7, Wed	Module VI: Review of Financial Statements	Handout/AR BADFY Ch.9	Assignment 4
Mar. 12, Mon	<i>Spring Recess</i>		
Mar. 14, Wed			
Mar. 19, Mon	Module VII: Ratios, Benchmarking, and Volume Cost Analysis	BADFY Ch.11 & 12	Feasibility Analysis Idea due
Mar. 21, Wed			Assignment 4 due
Mar. 26, Mon	Module VIII: Capital Budgeting and Investment analysis	BADFY	Assignment 5
Mar. 28, Wed		Ch.10 & 13 / AR	
Apr. 2, Mon.			Assignment 5 due
Apr. 4, Wed.	Module IX: Strategic Planning: SWOT Analysis; Value Plate Analysis; and Strategic Positioning	BADFY Ch.6	Assignment 6
Apr. 9, Mon.		Handout/AR	
Apr. 11, Wed.	Review session –Study time - Q/A		Assignment 6 due
Apr. 16, Mon.	Exam II (for ONLINE Monday Apr 16 – Friday Apr 20)		
Apr. 18, Wed.	Presentations 2 (round1)		
Apr. 23, Mon.	Presentations 2 (round2) - Peer Evaluations 2 – Exam II Back		Prospectus Part 2 due
Apr. 25, Wed.	Group-work / Teacher’s feedback and work on Feasibility analysis		
Apr. 30, Mon.	Feasibility Analysis Presentations (round 1)		
May 2, Wed.	Feasibility Analysis Presentations (round 2)		
Feasibility Analysis Reports Due May 9 at 2:00 pm			
Third peer evaluations to be submitted electronically on May 9 by 11:59 pm			

BADFY: Barnard, Akridge, Dooley, Foltz, and Yeager. Agribusiness Management. 5th Edition.

AR: Additional Readings – See class notes / slides for complete list of readings and sources.