

AREC 328
Small Food and Agribusiness Management
Fall 2018

Instructor: Dr. Becca Jablonski
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Class Times: Tuesday and Thursday, 12:30-1:45pm
Office Hours: I travel frequently, so different weeks are marked A, B, or C depending on my availability. Please note which week is which below. You are also always welcome to come and see me by appointment.
A = Tuesday, 2-3pm; B = Thursday, 2-3pm; C = by appointment only

Required Text: Agribusiness Management, 5th edition. *Routledge*
By: Freddie Barnard, Jay Akridge, Frank Dooley and John Foltz
All supplementary reading materials will be posted on canvas unless otherwise noted.
**note that this textbook is available to rent for the semester via Amazon for \$16.98.

i>clicker: I will be using the i>clicker student response system in class and thus they are required for all students. i>clicker helps me to understand your knowledge of the material and gives everyone a chance to participate in class. I may use i>clicker for unannounced in-class quizzes throughout the semester. All student i>clickers must be registered in canvas (using either FireFox or Chrome) before class on August 28th . For more information, please visit: <https://ttc.colostate.edu/iclicker/student-information/>

In this course, we will study the principles of management applied to small and mid-scale, entrepreneurial, niche and/or beginning/start-up businesses in the food and agricultural sectors. We will cover management issues related to strategic planning, budgets and financial planning, production, marketing, pricing and demand, as well as touch on legal and human resource issues. Throughout the course, you will be expected to apply concepts to a specific food or agricultural business, ensuring that you are able to appropriately use economic and business principles, as well as employ clear communication strategies.

Course Learning Outcomes:

Professional Development:

Graduates will embody a general awareness of issues in small agricultural and food business management and their implications in a larger societal context. Students will begin to develop a network of personal and professional connections, which will foster an understanding of the culture surrounding professional expectations and conduct.

Technical Competence:

Graduates will demonstrate technical competency including the ability to appropriately use economic and business concepts applied to food and agribusiness management, identifying and gathering appropriate data, and applying appropriate economic and business methods to analyze challenges and opportunities.

Problem-Solving Skills:

Graduates will demonstrate the ability to analyze real-world food and agricultural businesses beyond the context of the classroom. Students will be able to identify a problem and its scope, evaluate resources available to address the problem, formulate alternative solutions, and select the solution(s) most consistent with a stated objective.

Communication Skills:

Graduates will demonstrate proficiency in oral and written communication in terms of substance, organization, mechanics, documentation, and synthesis. Proficient students will have the ability to clearly communicate findings, critically and analytically, at a professional level.

Leadership:

Graduates will have developed leadership qualities through working in groups that they will use in their professional, personal, and community interactions. These leadership qualities include vision, initiative, personal responsibility, team building, and motivating collective action.

Course Learning Activities

Exams: The course will consist of two exams, each worth 100 points. There is no final. Rather, the group projects will represent your cumulative learning on business throughout the semester.

Homework: There will be several group homework assignments throughout the course that will allow your group to begin to build your group business project and get timely feedback. All homework assignments, in total, will be worth 100 points.

Late assignments will not be accepted except under extreme circumstances (granted by the Professor).

Quizzes: There will be several quizzes, announced and unannounced, throughout the semester to encourage attendance. The quizzes will be worth 50 points in total.

Speakers: This course includes outside speakers with 'real world' experience so that you can gain more insight into business opportunities and challenges.

Small food and agribusiness project: There will be a group project, where a set of 3-5 students will analyze an existing or potential business and develop a report and presentation using principles and resources discussed in the course. Your preliminary decisions on group membership and business to be analyzed must be made by August 30th. Group membership and case study decision cannot be changed after September 13th.

In-class participation: Participation is important in this class, especially since all students bring important and interesting real-world experience to discussions! Accordingly, in-class discussion and participation will make up 1/2 of the participation grade; the remainder will be based on evaluation from your peers.

GRADING:

Attendance and Participation	100 points (1/2 my eval, 1/2 group eval)
Homeworks	100 points
Quizzes (including bio/data and In-class/unannounced)	50 points
Exams-2 midterm, no final	200 points
Project Presentation	100 points
Final Business/Industry Report	<u>150 points</u>
	700 points

Grade Scale: **A:** 90-100%, **B:** 80-89%, **C:** 70-79%, **D:** 60-69%, **F:** <60%
Please note that I reserve the right to give pluses and minuses.

Overview of class topics (weekly calendar):

Please note that the below weekly calendar is subject to change, based on interests of the class and instructor. If topics, readings, assignments, dates change, students will be notified in class and a revised version of the syllabus will be posted on canvas.

Date and Office Hours (A = Tuesday, 2-3pm; B = Thursday, 2-3pm; C = by appointment only)	Topic	Reading Assignment <i>all readings, other than Agribusiness Management, available on Canvas unless otherwise noted</i>	Homework Assignment <i>due <u>before</u> class the date it is listed</i>
August 21 st - C	Introduction to class and overview of syllabus		
August 23 rd - C	Introduction: The business of agribusiness and trends in the food system	Chapter 1 in Agribusiness Management	
August 28 th – A	Introduction to the Case Studies Module 1, Strategy: Management Direction and Mission		Send biography email to Dr. Jablonski (via canvas), include data from USDA or industry trade group that you find particularly interesting/compelling
August 30 th – A	Module 1, Strategy: Strategic Direction	Chapter 2, Clarifying Your Values, in “Raising Dough”	Send case group name, team members, and leader to Dr. Jablonski
September 4 th – A	Module 1, Strategy: TOWS, Generating Strategic Alternatives		
September 6 th – A	Module 2, Budgets and Financial Planning: Financial Statements, balance sheet	Read Chapter 9 in Agribusiness Management, pp. 199-212 <i>Recommended</i> Chapter 8 in “Fearless Farm Finances”	Homework 1 due – mission, vision statement and strategic planning (with case study groups)

September 11 th – A	Module 2, Budgets and Financial Planning: Financial Statements, income statement and cash flow	Read Chapter 9 in Agribusiness Management, pp. 213-224 <i>Recommended</i> Chapters 9 and 10 in “Fearless Farm Finances”	
September 13 th – A	Module 2, Budgets and Financial Planning: Budgets and Benchmarks		Sign up for slot to meet with Dr. Jablonski (one meeting per case study group); Last date to change case study group!
September 18 th – C	Case Study Group meetings with Dr. Jablonski, No class		
September 20 th – C	Module 2, Budgets and Financial Planning: Ratios	Read Chapter 10 in Agribusiness Management <i>Recommended</i> Chapter 11 in “Fearless Farm Finances”	
September 25 th – A	Module 2, Budgets and Financial Planning: Financing	Read Chapter 11 in Agribusiness Management	
September 27 th – A	GUEST LECTURE: Ashley Colpaart, CEO, The Food Corridor		Homework 2 due
October 2 nd – A	Module 3, Production: Costs and Pricing	Read Chapter 3 in Agribusiness Management <i>Recommended</i> Chapter 18 in “Fearless Farm Finances”	

October 4 th – A	Module 3, Production: Costs and Pricing continued	Read Chapter 4, Financial Analysis and Planning p. 109-113 only in “Intro to Food and Agribusiness Management”	
October 9 th – A	GUEST LECTURE, Katie Slota, Native Hill Farm		
October 11th – A	MIDTERM 1		
October 16 th – A	Module 4, Marketing: Strategic Marketing	Chapter 6 in Agribusiness Management	
October 18 th – A	Module 4, Marketing: Product and Promotion	Chapter 7 in Agribusiness Management	
October 23 rd – C	Module 4, Marketing: Trends in Retail and Distribution (including supply chain management)	Read Chapter 4, Food Retailing in “Food and Supply Chain Management and Logistics”	
October 25 th – C	No class, must attend the CSU Extension Internship Poster Presentation Session from 12-1:30pm in the Lory Student Center Ballroom (boxed lunches provided)		Homework 3 due (before noon)
October 30 th – B	Module 5, Pricing and Demand: The Pricing	Read “Niche Market Pricing and Strategies for Maintaining Price Premiums”	
November 1 st – B	Module 5, Pricing and Demand: Market Research	Chapter 8 in Agribusiness Management <i>Recommended</i> “Estimating Market Potential Using Published Data”	Sign up for slot to meet with Dr. Jablonski (one meeting per case study group)

November 6 th – B	Case Study Group meetings with Dr. Jablonski, No class	Chapter 17 in Agribusiness Management	Homework 4 due, production position strategy (with case study group)
November 8 th – B	Module 6, Human Resources and Organization: Organization and Labor Management		Sign up for final presentation date/time.
November 13 th – A	Midterm 2 Review		
November 15th – A	MIDTERM 2		
November 20 th and 22 nd	No class – fall break		
November 27 th – A	Case Study Feedback/ Presentations		
November 29 th – A	Presentations		
December 4 th – A	Presentations		
December 6 th – A	Presentations		Final business/industry reports are due by 3pm on Wednesday, December 12 th

Other important things to keep in mind

Academic Integrity:

The foundation of a university is truth and knowledge, each of which relies in a fundamental manner upon academic integrity and is diminished significantly by academic misconduct. This course follows CSU's academic integrity policy and student conduct code. I will not tolerate any academic dishonesty or misconduct (cheating, plagiarism, forgery, etc.) in this course. For more information, please visit: <http://catalog.colostate.edu/general-catalog/policies/students-responsibilities/>.

Cell Phones, Internet and Similar Electronic Devices:

Please turn your smartphones and similar devices off or on silent before class! **Absolutely no texting, tweeting, facebooking, instagramming, etc. during class.** If you use a laptop for taking notes, please do not distract yourself and others by doing things that are unrelated to class. If you text, check your e-mail, surf the web, chat, chase Pokémon or if there is any other disruption/distraction due to electronic devices, then **ten points** (~1% of your final grade) will be deducted from your total semester point score for each incident.

In general, be respectful to your peers and your instructor. And, if you think you can multitask by listening to me and simultaneously using your smartphone, you might want to read this study in the journal *Social Psychology*: 45/6: "The Mere Presence of a Cell Phone May be Distracting: Implications for Attention and Task Performance"
<http://econtent.hogrefe.com/doi/abs/10.1027/1864-9335/a000216>).

Reasonable Accommodation from the Resources for Disabled Students

If you are a student who will need accommodations in this class due to a disability or chronic health condition, please make an appointment with me to discuss your individual needs. 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. The Student Disability Center <https://disabilitycenter.colostate.edu/> is located in TILT, room 121 or via phone 970-491-6385.

Principles of Community

The Principles of Community support the Colorado State University mission and vision of access, research, teaching, service and engagement. A collaborative, and vibrant community is a foundation for learning, critical inquiry, and discovery. Therefore, 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.

Mental Health statement

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](tel: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](tel: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>.