

AREC 328
Small Food and Agribusiness Management
Online, Spring 2018

Instructor: Dr. Allie Bauman
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Office Hours: Thursday 10:30-11:30 (U.S. Mountain Time) on Canvas or by appointment. During office hours, I will be available on the 'chat' feature in Canvas and will respond to emails. I will respond to all emails received outside of office hours on Monday and Thursday by midnight (U.S. Mountain Time).

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

Required Technology You must have Microsoft Word or a similar word processing program, Microsoft PowerPoint or a similar program, and video and audio recording through your computer.

In this course, we will study the principles of management applied to small, entrepreneurial and/or beginning businesses and cooperatives in the food and agricultural sectors. The class will focus on unique strategies, opportunities, and decision-making tools that may be more appropriate for start-up and entrepreneurial agricultural and food-based businesses, with examples from:

- The specialty crop sector;
- Start-up food businesses;
- Craft food and beverage enterprises;
- Livestock and equine businesses;
- Environmental horticulture and the landscape sector;
- Small-scale marketing and distribution businesses;
- Urban agriculture.

This class covers strategic management, marketing, production, and finance, but will also touch on human resource, legal, and general management issues. We will also explore helpful decision-making tools in agricultural and food business management. Through this class, I hope you will be able to appropriately use economic and business principles, as well as employ clear communication strategies.

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/>.

COURSE LEARNING ACTIVITIES:

Lectures: Lectures in this course will consist of two parts. For each Module, first you will view a lecture in which I will provide a brief overview of the Module and discuss assignments/discussions/exams due that week. For some Modules, additional videos will be provided. Second, on your own, you will view the PowerPoint slides for the Module. I have provided notes at the bottom of the slides for which more explanation is needed.

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

Assignments: There will be several homework sets throughout the course that will include problems, as well as materials on which you can build your business project. All homework assignments, in total, will be worth 100 points. **Late assignments will not be accepted.**

Speakers: This course includes two outside speakers with 'real world' experience so that you can gain more insight into business opportunities and challenges. After viewing the recorded lectures, you are required to participate in a discussion.

Small food and agribusiness project: There will be a project, where you will be required to analyze an existing business and develop a report and presentation using principles and resources discussed in the course. Your preliminary decisions on the business to be analyzed must be made by January 26th. Case study decision cannot be changed after February 16th. At the end of the semester, each student will record a short video, worth 70 points. In addition, you are required to view and comment on three of your classmates' videos, worth 30 points. A written version of the report is due at the end of the semester and worth 150 points.

Discussions: Participation is important in this class, especially since all students bring important and interesting real-world experience to discussions! Discussions will occur throughout the semester and will each be worth 25 points.

GRADING:

Discussions	125 points
Assignments	100 points
Exams-2 midterm, no final	200 points
Project Presentation/Peer evaluation	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%

Overview of class topics (weekly calendar):

The class will cover several primary topics for business and management. The class is set up to “meet” twice each week (for most but not all weeks), but it is up to you when during each week you cover the course materials. All discussions/assignments/quizzes/midterms will be due at the end of the week in which they are assigned by Friday at midnight (U.S. Mountain Time)

Date	Topic	Reading Assignment <i>all readings, other than Agribusiness Management, available on Canvas unless otherwise noted. Complete the reading assignment before viewing the lecture.</i>	Homework Assignment <i>Due by midnight on Friday (U.S. Mountain Time) at the end of the week it is listed. Late assignments will not be accepted.</i>
Week 1 1/16 – 1/19	Introduction to class and overview of syllabus		
Week 1 1/16 – 1/19	Module 1.1, The business of agribusiness and trends in the food system	Chapter 1 in Agribusiness Management	Class introduction discussion Exploring data and information sources discussion
Week 2 1/22 – 1/26	Module 1.2, Strategy: Management Direction and Mission	Chapter 2 in Agribusiness Management	
Week 2 1/22 – 1/26	Module 1.3, Strategy: Strategic Direction	Chapter 2, Clarifying Your Values, in “Raising Dough”	Select business to use for your case study. See Case Study Module for list of cases. Email Dr. Bauman with selection. Long-term goals discussion
Week 3 1/29 – 2/2	Module 1.4, Strategy: TOWS, Generating Strategic Alternatives		1/31 is the add/drop deadline
Week 3 1/29 – 2/2			Assignment 1 due – mission, vision statement and strategic planning
Week 4 2/5 – 2/9	Module 2.1, Budgets and Financial Planning: Budgets	Read Chapter 9 in Agribusiness Management	
Week 4 2/5 – 2/9	Module 2.2, Budgets and Financial Planning: Financial Statements	Read Chapter 10 in Agribusiness Management	

Week 5 2/12 – 2/16	Module 2.3, Budgets and Financial Planning: Ratios		
Week 5 2/12 – 2/16	Module 2.4, Budgets and Financial Planning: Financing your start up	Read Chapter 11 in Agribusiness Management	Assignment 2 due
Week 6 2/19 – 2/23	Study for Midterm 1		
Week 7 2/26 – 3/2			Midterm 1 (covers Modules 1-2)
Week 7 2/26 – 3/2	Module 3.1, Production: Costs and Pricing	Read Chapter 3 in Agribusiness Management	
Week 8 3/5 – 3/9	Module 3.2, Production: Costs and Pricing part II – some alternative models	Read Chapter 4, Financial Analysis and Planning p.109-113 only	
Week 8 3/5 – 3/9	Module 4.1, Marketing: GUEST LECTURE, CO Department of Ag Markets Division		Marketing guest lecture discussion
Week 9 3/12 – 3/16	Spring Break		
Week 10 3/19 – 3/23	Module 4.2, Marketing: Strategic Marketing	Chapter 6 in Agribusiness Management	3/19 is the last day to withdraw from classes
Week 10 3/19 – 3/23	Module 4.3, Marketing: Product and Promotion	Chapter 7 in Agribusiness Management	
Week 11 3/26 – 3/30	Module 4.4, Marketing: Food Retailing	Read Chapter 4, Food Retailing in “Food and Supply Chain Management and Logistics”	
Week 11 3/26 – 3/30			Assignment 3 due
Week 12 4/2 – 4/6	Module 5.1, Pricing and Demand: The Price P		
Week 12 4/2 – 4/6	Module 5.2, Pricing and Demand: Market Research	Chapter 8 in Agribusiness Management	
Week 13 4/9 – 4/13	Module 5.3, Guest Lecture: Elizabeth Mozer, LoCo Foods		Distribution guest lecture discussion

Week 13 4/9 – 4/13			Assignment 4 due
Week 14 4/16 – 4/20	Module 6, Human Resources and Organization: Organization and Labor Management	Chapter 17 in Agribusiness Management	
Week 14 4/16 – 4/20			Midterm 2 (covers Modules 4-6)
Week 15 4/23 – 4/27	Case Study Presentations		Record and upload your presentation
Week 16 4/20 – 5/4	Watch case study presentation videos for and provide feedback for 3 of your classmates		Provide feedback for 3 of your classmates Final business/industry reports due

STUDENT LEARNING OUTCOMES

Technical Competence: Students will demonstrate technical competency including the ability to appropriately use economic theory in formulating analytical problems, identifying and gathering appropriate data, and employing appropriate economic methods to analyze those problems.

Problem-solving Skills: Students will practice solving real-world problems beyond the context of the classroom through their case study project. 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: Students will practice 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 within their chosen career.

Other important things to keep in mind

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> .