

# AECN 416: Advanced Agribusiness Management

## Spring 2017

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<b>Instructor:</b>	Dr. Kate Brooks	<b>Email:</b>	<a href="mailto:kbrooks4@unl.edu">kbrooks4@unl.edu</a>
<b>Office:</b>	304C Filley Hall	<b>Phone:</b>	402-472-1749
<b>Office Hours:</b>	I do haven an open-door policy so feel free to stop by anytime. I have set aside Tuesdays from 8:00 - 9:00 a.m. as well as Wednesdays from 3:30 -4:30 p.m. for office hours. You can also set up an appointment by email.		

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**Class Time and Location: MWF 1 – 1:50 p.m., FH 210**

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**Prerequisites:**

AECN 316; ACCT 201 and 202 or 306; MNGT 360 or 361; FINA 361 or AECN 452

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**Reference Material:**

Recommended book. Barney, J.B. and W. S. Hesterly. 2015. Strategic Management and Competitive Advantage Concepts: 5<sup>th</sup> Edition. (4<sup>th</sup> edition would also work).

Course Packet is required. Available for purchase from Harvard Business Publishing (after you register as a “student” user). This packet contains cases and articles which will be used during class. Website: <http://cb.hbsp.harvard.edu/cbmp/access/57908068>

Throughout the semester, additional reading materials and handouts from various publications/sources may be distributed in class or through CANVAS and will serve as text references for some lectures. Additional class materials will also be posted to CANVAS.

Note: PowerPoints will be posted at the completion of each lecture set.

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**Course Description:**

AECN 416 has been designed as a lecture-discussion based course. Students will be exposed to strategic management of agribusiness forms both with lecture and apply material to case analysis of agribusiness.

Objectives:

1. Identify and apply the concepts and skill of the strategic management functions.
  2. Identify linkages between strategy and other functional areas of management, including finance, marketing and operations.
  3. Identify and evaluate solutions to problems rather than rote answers.
  4. Using case study approach, apply strategic management concepts to the analysis of real world business situations.
  5. Communicate (both orally and written) in an effective & concise way as well as develop skills working in a team environment.
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## Course Outline & Cases:

<u>Lecture</u>	<u>Case</u>
• Ch. 1: Strategy	Charles Chocolates
• Ch. 2: External Environment	High West Distillery
• Ch. 3: Internal Capabilities	TBD
• Ch. 4: Cost Leadership	Aldi's
• Ch. 5: Product Differentiation	Chipotle
• Ch. 6: Vertical Integration	TBD
• Ch. 7 & Ch. 8: Diversification	Reinventing San Miguel Corp.
• Ch. 9: Strategic Alliances	Beautific
• Ch. 10: Mergers & Acquisitions	TBD
• Ch. 11: International Strategies	Whole Foods
• Other topics (time permits)	
a. Crisis/Reputation Management	Mountain Dew
b. Sustainability	TBD

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## Evaluation:

- **Class participation:** Class participation is required as this is a lecture/discussion based course. Class participation grades will be evaluated by student's attendance, general participation in each class, as well as in-class assignments/group activities completed in class. **Cases need to be read prior to coming to class discussion.**
- **Exams:** The class will consist of two exams. The exams will be very similar. Part of the exams will consist of definitional concepts (multiple choice questions typically) from the book and discussed in class. The remainder of the points will involve questions on a case study that will be handed out in advance for you to read (application and prescription type questions) The second exam will be comprehensive as all material builds upon previous material, but will emphasize material covered after Exam 1.
- **Individual Case Briefs:**

You will be required to write a two to four page (double spaced) case brief on two different cases. You choose the two you want to do from the list. The brief will involve answering a series of questions related to material we are currently covering. *(Note: You may not write your case brief over the case presented for the group project).* Each case brief is worth 30 points. Five points are considered grammar points and you will lose all 5 points for any incomplete sentences or misspelled words. The remaining 25 points are graded as follows:

  - A – Clearly written assignment with creative answers (25 points)
  - B – Draft of an assignment with some creative answers (20 points)
  - C – Rough draft done hurriedly without much thought or creativity (15 points)
  - D – Incomplete draft (10 points)
  - F – Nothing (0 Points)

Case briefs must be typed using 12-point Arial or Times New Roman font and double spaced., are due on the day the case is scheduled for class discussion and should be turned in to you professor at the end of the class period. All written case assignments are to be prepared individually: group work is "out of bounds." If two students submit the same written assignment both will receive zeros for the assignment

- **Group Projects:** There will be two group projects in this course.
  1. Each team will be responsible for presenting one of the case studies for a given topic. Each team will be required to not only present the case to the class, but also lead discussion over the case and relevant material.
  2. Each team will also be responsible for a final case study write-up and presentation at the end of the semester.
  
- **Grading:** Course grades will be determined as a weighted arithmetic average based on the following weights:
 

○ Class participation	15%
○ Exam 1	20%
○ Exam 2	20%
○ Individual Case Briefs (2)	15%
○ Group Lecture/Discussion	10%
○ Final Group Project	20%
  
- **Grading Policy:** A=90 – 100, B=80-89, C=70-79, D=60-69, F=below 60. Plus and minus grades will be given within these ranges. Students electing to take this course as a Pass/No Pass are expected to earn an average course score of C or better to receive a Pass grade for the course.
  
- **Other Grading Notes:**
  - Students are responsible for the material presented during lectures and therefore, responsible for acquiring lecture notes, handouts, or exercises for missed class periods.
  - Students requesting to take a make-up exam, must have approval by the instructor prior to the exam.
  - If you have a conflict that will require you to miss a class (i.e., family emergency, conflicting academic activity), please inform me in advance. If I do not hear from you in advance, you forego any opportunities to make up any in-class activities/quizzes that you missed. You are responsible for the material that you miss, so make arrangements with a classmate whom you trust to obtain copies of class notes, handouts, etc.
    - **NOTE:** If you are deciding not to attend class for other reasons (i.e., don't want to come, are studying for another test, etc.), this is fine. Informing me in advance is not required in this case; however, you will not be allowed to make up the work you miss. Weather-related absences or other special circumstances not covered above will be examined on a case-by-case basis.

**General Information, Policies and Rules:**

- 1) All students are expected to be present in all class sessions and actively participate in class discussions.
- 2) No disruptive behavior and no talking when the instructor or other students are conducting class.
- 3) Remove hats/caps during class. **Hats/Caps are not allowed during exams.**
- 4) No tobacco products of any kind will be permitted in the classroom.
- 5) Do not leave class or begin gathering your belongings until class is dismissed.
- 6) Revisions to this syllabus may be made at the discretion of the instructor. Changes in dates and topics will be announced in class and may not be communicated in writing.

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## Academic Integrity

Students are expected to adhere to guidelines concerning academic dishonesty outlined in Section 4.2 of University's Student Code of Conduct (<http://stuafs.unl.edu/ja/code/>). Students are encouraged to contact the instructor for clarification of these guidelines if they have questions or concerns. The Department of Agricultural Economics has a written policy defining academic dishonesty, the potential sanctions for incidents of academic dishonesty, and the appeal process for students facing potential sanctions. The Department also has a policy regarding potential appeals of final course grades. These policies are available for review on the department's website: (<http://agecon.unl.edu/undergraduate>).

## Students with Disabilities Policy

Students with disabilities are encouraged to contact the instructor for a confidential discussion of their individual needs for academic accommodation. It is the policy of the University of Nebraska-Lincoln to provide flexible and individualized accommodation to students with documented disabilities that may affect their ability to fully participate in course activities or to meet course requirements. To receive accommodation services, students must be registered with the Services for Students with Disabilities (SSD) office, 132 Canfield Administration, 472-3787 voice or TTY.

## Emergency Response

The following is provided for student information in the event of an emergency:

- **Fire Alarm (or other evacuation)**: In the event of a fire alarm: Gather belongings (purse, keys, cellphone, N-Card, etc.) and use the nearest exit to leave the building. Do not use the elevators. After exiting notify emergency personnel of the location of persons unable to exit the building. Do not return to building unless told to do so by emergency personnel.
- **Tornado Warning**: When sirens sound, move to the lowest interior area of building or designated shelter. Stay away from windows and stay near an inside wall when possible.
- **Active Shooter**
  - **Evacuate**: If there is a safe escape path, leave belongings behind, keep hands visible and follow police officer instructions.
  - **Hide out**: If evacuation is impossible secure yourself in your space by turning out lights, closing blinds and barricading doors if possible.
  - **Take action**: As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter.
- **UNL Alert** - Notifications about serious incidents on campus are sent via text message, email, unl.edu website, and social media. For more information go to: <http://unlalert.unl.edu>.
- **Additional Emergency Procedures** - Additional information is posted on Blackboard in the Information folder for AECN 345 as well as at [http://emergency.unl.edu/doc/Emergency\\_Procedures\\_Quicklist.pdf](http://emergency.unl.edu/doc/Emergency_Procedures_Quicklist.pdf).

## AECN 416 Presentation Expectations for Case Studies

Each week, one team will be responsible for presenting the case study for a given topic. Each team will be required to make two presentations in this course (one during the semester, one final case presentation).

***When your team is responsible for presenting a case, I expect you to:***

- Thoughtfully apply the appropriate course concepts to the case discussion. This does *NOT* mean to throw in as many vocabulary words as possible. Rather, if your case is talking about how a firm differentiates itself, I want you to tell me what basis of differentiation it employs and if it is a likely source of competitive advantage. Or, if your firm is considering diversification, I want you to tell me the type of diversification it is pursuing and what economies of scope it can realize through this diversification.
- Present the case to the company's senior leadership. I want your group to present like they are talking to the CEO, Board of Directors, etc. of their particular company. Your team is considered a business consultant, so offer your best analyses and recommendations. It is appropriate to ask the audience to interact with you during the presentation.

NOTE: Presentations should last approximately 20 minutes. The audience will then be able to ask questions (approx. 5-10 minutes).

***Remember if you have questions and/or concerns about your write-up or leading the discussion, you are always welcome to email me.***