Managing the World's Largest Industry - Agribusiness - the interrelated and interdependent land and water based food, feed, fiber, fuel and pharmaceutical complex.

Description of Course

This course deals with public and private management of an industry sector that encompasses half the world’s labor force, half the world’s assets, and 40% of consumer purchases. The public policy issues of economic development, trade, nutrition, food safety, the environment, maintaining limited natural resources, protecting plant and animal diversity, intellectual property, genetics, and social and economic priorities will all be developed in case study format. Positioning public agencies and private firms within the developed and developing economies will be an integral part of the course.

Wherever possible, the CEO or leading government official involved will be a guest at the class. Students may do a reading and research report for an additional one-half credit. Grading for the semester is based on class participation (65%) and two case study written analysis (35%).

Subject Matter

The course deals with key change agents:

1. Changing Domestic and Global Agricultural Trade, Nutrition, Food Safety, and economic development policies of nations, regions and global institutions
2. Biotechnology
3. Information
4. Logistic revolutions
5. Consolidation and partnering within the industry that leads to borderless private and public firms.
6. Development of Government, Private, Not for Profit, and Farm Cooperative Policies and Programs
**Teaching Methodology**

The teaching methodology for this course is the case method. Each case is focused on current and future challenges facing private and public managers in the industry. Cases are developed from all continents of the globe and from developed and developing nations. Whenever possible, the chief executive officer and/or the leading Government official involved as the decision maker in the case will be a guest at each class session to provide feedback, interchange, and a recent update on the issues.

**Course**

The course will cover six weeks and have 12 one hour and twenty minute sessions with a voluntary brown bag luncheon to follow.

The cases will cover the following areas:

1. **Governmental Food Policy**
   a) Developing a domestic and global governmental policy for a specific commodity
   b) The relationship of WTO, CODEX, and Food and Agricultural Trade Policy with respect to GMO’s, organic farming, labeling, traceability and obesity.
   c) The food system as a quasi public utility and the policy implications for economic, social and political priorities and the interaction between the private and public sector
   d) The development of the 2006 Farm Bill as compared to the development of Common Agricultural Policies and farm and food legislation in developing countries.
   e) Relationship between trade and agriculture–The Brazil Cotton case (N9-905-405).
   g) Restricting Foods of Minimal Nutrition Value in the Texas Public School (9-904-420).
   h) AWB Ltd. From Government Agency to Public Company (N2-905-401).

2. **Food Safety**
   a) BSE in Canada N9-904-413
   b) Launching the European Food Safety Authority N2-904-414
   c) DNA Traceability at Maple Leaf Foods N2-905-407

3. **The Role of Economic Development**
   a) Chiapas in Mexico 9-587-089
   b) Amul Dairy in India 9-599-060
   c) Rural Development at the World Bank N9-902-410
   d) Tobacco and the Future of Rural Kentucky N9-902-412
e) Nestle’s Milk District Model  N9-906-406  
f) Case Supplement  N9-906-411

4. Managing the System
   a) Ahold NV: A Global Food Provider  N9-902-416
   b) ConAgra Foods  N2-903-412
   c) Nestle S.A.  N9-902-419
   d) Cargill  N2-903-420

5. Entrepreneurship
   The Global Farmer and the Future of Soy Bean Production  N9-904-402

6. Technology Leadership
   a) Aventis Crop Science  N2-902-411
   b) Monsanto Company  N1-903-419
   c) Monsanto & Biotechnology Leadership in Europe  European Food Seminar

7. Social Responsibility
   a) Wegman's cases  9-599-057  
      9-598-030  
      9-594-082
   b) Nestle’s Milk District Model  N9-906-406
   c) Case Supplement  N9-906-411

Professor Ray Goldberg has been the Moffett Professor of Agriculture and Business at the Harvard Graduate School of Business Administration since 1970. His research interests include developing strategies for managers as they position their firms, institutions or government in the global food system and the major biological, logistical, packaging and information revolutions that affect global agribusiness.

Please see page 4 for required reading and case list for the course.
**BGP 204M**

**REQUIRED READING 2006**

<table>
<thead>
<tr>
<th>Date</th>
<th>Guest/Assignment</th>
<th>Questions</th>
<th>Reading Assignment</th>
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<tbody>
<tr>
<td>March 20</td>
<td><strong>Guest: Dr. J.B. Penn Under Secretary of Agriculture USDA</strong></td>
<td>Given the WTO decisions against the US Cotton Program and the EU Sugar Program how do you see The US Farm Program Changing and Why? Can Florida Orange Growers Survive Globalization? And how does Codex impact US and other Farm Programs</td>
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<td><strong>Assignment</strong></td>
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<td>The US Farm Bill and the DOHA Negotiation on Parallel Tracks or on a Collision Course by Dr. Robert L. Thompson and Skim Can Florida Orange Growers Survive Globalization Case # N2-904-415 and Codex Alimentarious and Food Labeling Case# N2-903-427</td>
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<td>March 22</td>
<td><strong>Guests: Juan Enriquez</strong></td>
<td>What plan of action would you develop for Chiapas and why?</td>
<td>Please read Chiapas in Mexico 9-587-089</td>
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<td><strong>Assignment</strong></td>
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<td><strong>Skim the following cases for background of the course:</strong></td>
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<td><strong>Questions:</strong></td>
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<td>Technology Crisis and the Future of Agribusiness: BSE 9-957-036</td>
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<td>Introduction to Financial Ratios and Financial Statement Analysis 9-193-029</td>
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<td>April 3</td>
<td><strong>Guest: Dr. Robert E. Brackett—Director U.S. Food and Drug Administration</strong></td>
<td>What elements of the European Food Safety Authority do you endorse and why</td>
<td>Please read Launching the European Food Safety Authority N2-904-414</td>
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<td>April 5</td>
<td><strong>Guest: Danny Wegman, President &amp; CEO of Wegman’s Markets</strong></td>
<td>Does A super market have a social and nutritional responsibility to its customers and workforce. Does Wegman succeed in this responsibility?</td>
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<td><strong>Assignment</strong></td>
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<td>The Electronic Product Code: The Future Impact on the Global Food System N9-905-409</td>
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<td><strong>Questions:</strong></td>
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<td>Wegman’s and the Produce Revolution 9-594-082</td>
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<td><strong>Reading Assignment</strong></td>
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<td>Wegman’s Food Markets: Diabetes Counseling 9-599-057</td>
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<td>Wegman’s: The Work Scholarship Program 9-593-030</td>
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<td>April 10</td>
<td>Guest: Susan Combs Commissioner of Agriculture of Texas</td>
<td>Assignment: Is the Texas program the appropriate way to fight obesity?</td>
<td>Assignment: Please read: Restricting Foods of Minimal Nutritional Value In Texas Public Schools.</td>
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<td>Assignment: Please read: Restricting Foods of Minimal Nutritional Value</td>
<td>Assignment: Please read: Restricting Foods of Minimal Nutritional Value In Texas Public Schools.</td>
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<td>April 12</td>
<td>Guest: John Wichtrich, President, U.S. BioScience Aventis Corporation</td>
<td>Assignment: What lessons have we learned from the StarLink Corn Problem</td>
<td>Assignment: Please read: Aventis Crop Science and StarLink Corn</td>
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<td>April 17</td>
<td>Guest: Michael Detlefson, President, Maple Leaf Foods International</td>
<td>Assignment: Does this approach to traceability make sense to Maple Leaf Foods, to the industry, and to the Canadian Consumer.. What Changes if any would you make and why?</td>
<td>Assignment: Please Read DNA Traceability at Maple Leaf Foods and Case BSE in Canada Case</td>
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<td>April 19</td>
<td>Guest: Dr. Pedro de Carmago, Former Deputy Minister of Agriculture of Brazil</td>
<td>Assignment: The assignment questions are how will these WTO decisions impact all the players who are involved?</td>
<td>Assignment: Brazil Sugar and the WTO: Agricultural Reform in the European Union Brazil’s WTO Cotton Case: Negotiation Through Litigation</td>
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### April 26th
**Guest: Dr. Neils Christensen from the Nestle Company**

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<tr>
<th>Assignment Questions</th>
<th>Assignment Reading</th>
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| Is the Nestle approach to its Milk Marketing Districts an appropriate one for all the stakeholders? If so why or why not? | AWB Limited N2-905-401  
Tobacco and the Future of Rural Kentucky N9-902-412  
Nestle’s Milk District Model: Economic Development for a Value-Added Food Chain and Improved Nutrition N2-906-406  
Nestle’s Milk Districts: Case Supplement N9-906-411  
Please read The Nestle Case and Supplement and skim the remainder of the material. |

### May 1st
**Guest: John Haymaker Vice President of Cargill Inc.**

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<td>Is Cargill's Approach to Long Range Planning appropriate? What Scenario would you suggest for the company and why?</td>
<td>Please Read the Cargill Case N2-903-420</td>
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### May 3rd
**Guest: Hugh Grant Chairman and CEO of the Monsanto Company**

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<th>Assignment Questions</th>
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| If you were Hugh Grant what changes if any would you make in the company strategy and why? | Please read:  
Monsanto Company: Leadership in a New Environment N1-903-419  
Monsanto and Biotechnology Leadership in Europe European Food Seminar |

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<th>Additional Readings</th>
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| TIGR & ILRI Solving Problems with Genetics N9-902-409  
GTC Biotherapeutics N2-903-401  
The Global Farmer and the Future of Soybean Production N9-904-402 |