BGP 204M
Food Policy and Agribusiness
Spring 2006
Mondays & Wednesdays, 11:40-1:00
Land Hall

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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 in Taubman 301.

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 
   b) Launching the European Food Safety Authority 
   c) DNA Traceability at Maple Leaf Foods 

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   a) BSE in Canada 
   b) Launching the European Food Safety Authority 
   c) DNA Traceability at Maple Leaf Foods 
   d) Tobacco and the Future of Rural Kentucky 

3. The Role of Economic Development
   a) Chiapas in Mexico 
   b) Amul Dairy in India 
   c) Rural Development at the World Bank 
   d) Tobacco and the Future of Rural Kentucky 


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.
March 20  
**Guest:** Dr. J.B. Penn Under Secretary of Agriculture USDA  
**Assignment Questions:** 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

**Reading Assignment**  
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 Alimentarius and Food Labeling Case# N2-903-427

March 22  
**Guest:** Dr. Pedro de Carmago, Former Deputy Minister of Agriculture of Brazil  
**Assignment Questions:** The assignment questions are how will these WTO decisions impact all the players who are involved?

**Reading Assignment**  
Brazio Sugar and the WTO: Agricultural Reform in the European Union N9-906-408  
Brazio’s WTO Cotton Case: Negotiation Through Litigation N9-905-405

April 3  
**Guest:** Dr. Robert E. Brackett—Director U.S. Food and Drug Administration  
**Assignment Questions:** What elements of the European Food Safety Authority do you endorse and why

**Reading Assignment**  
Please read Launching the European Food Safety Authority N2-904-414

April 5  
**Guest:** Danny Wegman, President & CEO of Wegman’s Markets  
**Assignment Questions:** Does A super market have a social and nutritional responsibility to its customers and workforce. Does Wegman succeed in this responsibility?

**Reading Assignment**  
Wegman’s and the Produce Revolution 9-594-082  
Wegman’s Food Markets: Diabetes Counseling 9-599-057  
Wegman’s: The Work Scholarship Program 9-593-030
April 10  
**Guest:** Susan Combs Commissioner of Agriculture of Texas  
**Assignment Questions:** Is the Texas program the appropriate way to fight obesity?  
**Reading Assignment:** Please read: Restricting Foods of Minimal Nutritional Value In Texas Public Schools.  
9-904-420

April 12  
**Guest:** John Wichtrich, President, U.S. BioScience Aventis Corporation  
**Assignment Questions:** What lessons have we learned from the StarLink Corn Problem  
**Reading Assignment** Please read: Aventis Crop Science and StarLink Corn N9-902-411

April 17  
**Guest:** Michael Detlefsen, President, Maple Leaf Foods International  
**Assignment Questions:** 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?  
**Reading Assignment** Please Read DNA Traceability at Maple Leaf Foods and Case BSE in Canada Case N2-905-407 N9-904-413

April 19  
**Guests:** Juan Enriquez  
**Assignment Questions:** What plan of action would you develop for Chiapas and why?  
**Reading Assignment** Please read Chiapas in Mexico 9-587-089

Skim the following cases for background of the course:  
Technology Crisis and the Future of Agribusiness: BSE 9-957-036  
Introduction to Financial Ratios and Financial Statement Analysis 9-193-029

April 24th  
**Guest:** Dr Djordjiia Petkofsky from the World Bank  
**Assignment Questions** What should be The World Bank and The Private and Public Sector response to Economic Development?  
**Assignment Reading** Please read: Rural Development and the World Bank N9-902-410  
New CP Case, Charoen Pokphand Group: A Renewed Focus N9-903-415  
Water Policy Priorities Along the United States-Mexico Border N2-903-414  
The New EU Sugar Regime and British Sugar PLC’s Strategic Options European Food Seminar
### April 26<sup>th</sup>  
**Guest: Dr. Neils Christensen from the Nestle Company**

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<thead>
<tr>
<th>Assignment Questions</th>
<th>Is the Nestle approach to its Milk Marketing Districts an appropriate one for all the stakeholders? If so why or why not?</th>
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<tr>
<td>Assignment Reading</td>
<td>AWB Limited</td>
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<td>Tobacco and the Future of Rural Kentucky</td>
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<td>Nestle’s Milk District Model: Economic Development for a Value-Added Food Chain and Improved Nutrition</td>
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<td>Nestle’s Milk Districts: Case Supplement</td>
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<td>Please read The Nestle Case and Supplement and skim the remainder of the material.</td>
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<th>May 1st</th>
<th><strong>Guest: John Haymaker Vice President of Cargill Inc.</strong></th>
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<td>Assignment Questions</td>
<td>Is Cargill's Approach to Long Range Planning appropriate? What Scenario would you suggest for the company and why?</td>
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<td>Assignment Reading</td>
<td>. Please Read the Cargill Case</td>
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<th>May 3rd</th>
<th><strong>Guest: Hugh Grant Chairman and CEO of the Monsanto Company</strong></th>
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<td>Assignment Questions</td>
<td>If you were Hugh Grant what changes if any would you make in the company strategy and why?</td>
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<td>Assignment Reading</td>
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<td>Monsanto Company: Leadership in a New Environment</td>
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<td>Monsanto and Biotechnology Leadership in Europe European Food Seminar</td>
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<td>Additional Readings</td>
<td>TIGR &amp; ILRI Solving Problems with Genetics</td>
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<td>GTC Biotherapeutics</td>
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