

Strategic Management in Agribusiness (152075)

Nositelj predmeta

[prof. dr. sc. Mario Njavro](#)

Opis predmeta

Module introduces students with the concept of strategic management. Through the process of strategy design students get acquainted with mission, vision and strategic goal setting approach. Methods for evaluation of external factors and competitiveness as well as internal strengths and weakness are included (EFE and IFE matrix, Competitiveness matrix and PEST analysis). Different business strategies (expansion, mergers and acquisitions, diversification vertical integration) are taught together with their management aspects. Selection and strategy analysis encompasses application of SWOT, SPACE; BCG and QSPM matrices.

Module put emphasis on the modern agribusiness, EU and World food market. Case method is extensively used.

ECTS: **6.00**

Engleski jezik: **R3**

E-učenje: **R1**

Sati nastave: 60

Predavanja: 30

Vježbe u praktikumu: 10

Seminar: 20

Izvođač predavanja

- [prof. dr. sc. Mario Njavro](#)

Izvođač vježbi

- [prof. dr. sc. Mario Njavro](#)

Ocjenjivanje

Dovoljan (2): 61-70 %

Dobar (3): 71-80 %

Vrlo dobar (4): 81-90 %

Izvrstan (5): 91-100%

Vrsta predmeta

- Graduate studies / [MS Courses taught in English](#) (Izborni predmet, 1. semestar, 1. godina)

Opće kompetencije

Acquaint students with theory and strategic management skills and know-how.. Module qualifies students to understand the way strategy is developed and implemented and to assess business strategies within companies in agribusiness.

Oblici nastave

- Lectures

formal and informal lectures

- Auditory Exercises

SWOT, BCG, SPCE and QSPM matrix

- Seminars

Oral and written case studies analysis. Creation of strategic plan for the selected agribusiness companies in Croatia, EU or globally

Ishodi učenja i način provjere

Ishod učenja	Način provjere
Critically evaluate and apply strategical management within the field of agriculture and agribusiness.	Written and oral exam.
Structurally and independently analyze external and internal factors of the agribusiness companies (choose and apply strategic management methods in creation, analysis and strategy implementation).	Written and oral exam. Case study analysis.
Solve analytical strategical decision problems within the field of agriculture and agribusiness.	Written and oral exam. Case study analysis.
Decide, create and suggest adequate strategies	Written and oral exam
Independently and in cooperation evaluate the implementation of strategies within authorities, agribusiness companies, cooperatives and farmers organizations	Written and oral exam. Case study analysis

Način rada

Obveze nastavnika

The teacher should lecture in the scheduled time. Prepare and supply students with the teaching materials (readings, assignments, web pages, statistical databases and other relevant material). Communicate with the students via e-mail and e-learning platform Merlin.

Obveze studenta

Attend class. Solve practical problems by submitting reports in accordance with the deadline or by providing answers through e-learning system

Polaganje ispita

Elementi praćenja	Maksimalno bodova ili udio u ocjeni	Bodovna skala ocjena	Ocjena	Broj sati izravne nastave	Ukupni broj sati rada prosječnog studenta	ECTS bodovi
Attend class				40	40	1
Seminar	20%	0-60% 61-70% 71-80% 81-90%	Nedovoljan (1) Dovoljan (2) Dobar (3) Vrlo dobar (4)	10	40	1

Elementi praćenja	Maksimalno bodova ili udio u ocjeni	Bodovna skala ocjena	Ocjena	Broj sati izravne nastave	Ukupni broj sati rada prosječnog studenta	ECTS bodovi
		91-100%	Izvrstan (5)			
Exam	80%	0-60% 61-70% 71-80% 81-90% 91-100%	Nedovoljan (1) Dovoljan (2) Dobar (3) Vrlo dobar (4) Izvrstan (5)	10	100	4
Total	100%	0-60% insufficient (1) 61-70% sufficient (2) 71-80% good (3) 81-90 very good (4)	(Exam*0.80)+(Seminar*0.20)	60	180	6

Elementi praćenja	Opis	Rok	Nadoknada
Seminar	Case study analysis		
Exam	Written and oral exam. Written exam could take a form of assignment in which student is should apply strategic management framework in the actual and relevant agribusiness problem.		

Tjedni plan nastave

1. Strategic management- Introduction. Agriculture and agribusiness- key trends. L - Definition and key terms in strategic management (strategy, competitiveness, business goals, strategic planning). Agribusiness in Croatia and Central Europe. Agri-food value chain analysis (key input suppliers, producers, processing, logistics, wholesale, retail...) of the main sectors (grain, dairy, sugar, wine, poultry, meat processing, fresh fruit and vegetables)
2. Agriculture and agribusiness- key trends. Strategy design- business environment. L - Agribusiness in EU, USA, Asia, Australia and Oceania. Agri-food value chain analysis of the main sectors. Vision and mission, Environment assessment (social, cultural, demographic, technological and institutional forces).
3. Strategy design- business environment. Strategy design- internal factors. L - External evaluation matrix (EFE) and Competitiveness matrix (CPM). Internal factors: management, finance, marketing, company culture.
4. Strategy design- internal factors. Business strategies. L - Internal evaluation matrix (IFE). Expansion, vertical integration, diversification, defence strategies.
5. Business strategies. Strategy analysis and evaluation. L - Expansion, vertical integration, diversification, defence strategies. Analysis and evaluation: SWOT and SPACE matrix.
6. Strategy analysis and evaluation. Strategy implementation. L - Analysis and evaluation: QSPM matrix. Strategy implementation-management issues.
7. Strategy implementation. Strategy control. L - Strategy implementation-financial, accounting and decision management systems. System for strategy control: Balanced scorecard.
8. Strategy control. Software application in strategic planning. L - System for strategy control: Balanced scorecard. Application of Interactive Strategic management software (Wageningen Business School) in strategy design.
9. Software application in strategic planning A - Application of Interactive Strategic management software (Wageningen Business School) in strategy design.
10. Software application in strategic planning A - Application of Interactive Strategic management software in strategy design.
11. Case study S - Analysis of business environment
12. Case study S - Analysis of internal factors
13. Case study S - vertical integration strategy
14. Case study S - merging strategy
15. Case study S - strategically risk management

Obvezna literatura

1. David, R.F: (2006.). Strategic Management, Concepts and Cases. Pearson, SAD.
2. Ricketts, C. i Ricketts, K. (2008.). Agribusiness, Fundaments & Applications, Delmar, SAD

Preporučena literatura

1. Nigel, S. (2003.): Agribusiness and Commodity Risks- Strategies and Management, Risk Books, London, Velika Britanija
2. Douglas W. Allen, Dean Lueck (2004): The Nature of the Farm (Contracts, Risk, and Organization in Agriculture) The MIT Press, New Ed edition
3. Case study sources: Journals: Review of Agricultural Economics, Agribusiness, International Food and Agribusiness Management Review
4. Case study sources: ECCH (European Case Clearing House), www.ecch.com

Sličan predmet na srodnim sveučilištima

- Advanced Management and Marketing, Wageningen University, The Netherlands
- Strategic Management; International Agribusiness and Rural Development Economics, Gottingen University, Germany