

AGB-948	VALUE CHAIN MANAGEMENT IN AGRICULTURE	3(3-0)
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Course Description

Value Chain Management has become a much-discussed topic within the business sector as companies attempt to redefine their corporate strategies in a dynamic and uncertain global competitive market. Two main themes dominate the discussion on value chain management:

- **Theme 1** - how do the members of a value chain coordinate their activities to improve their efficiency through elimination of waste and avoidance of duplication, and
- **Theme 2** - what is the optimal configuration and governance structure of a value chain so that its competitiveness is enhanced in a particular market.

Educational Objectives:

This course aims to provide the students with

- ❖ Critically reflect on the theory behind the formation and management of value chains of agricultural food and fiber products.
- ❖ Apply the theory in analyzing the value chain management practices of an agribusiness chain.

Course Outcomes:

After completing this course student should be able to:

- ❖ Evaluate the drivers of change occurring in the agribusiness sector and discuss how these changes would influence the formation and management of agribusiness value chains.
- ❖ Illustrate the underlying principles behind value chain management.

- ❖ Critically evaluate the theoretical concepts which underpin the formation, operation and performance of co-ordinated value chains and the practical application in agribusiness.

- ❖ Demonstrate the skills in applying theory in analyzing the value chain management practices of an agribusiness chain and convey the findings.

Course Contents:

Module 1: The changing nature of agribusiness

Proudfoot, I. (2016). *Agribusiness Agenda 2016, Volume 2 – Foresight to the future*, KPMG, Australia.

Pingali, P. (2010). Agriculture Renaissance: Making “Agriculture for Development” Work in the 21st Century. *Handbook of Agricultural Economics*, 4, 3867-3894.

Manners, J. (2017). Changing face of agribusiness creates new opportunities, *Agriculture and Food*, CSIRO, Australia. Available at: <https://blog.csiro.au/changing-face-of-agribusiness-creates-new-opportunities/>

Module 2: Concepts of value and value creation

Almquist, E. Senior, J. and Bloch, N. (2016). The elements of value: Measuring and delivering what consumers really want. *Harvard Business Review*, September, 47-53.

Anderson, J.C., Narus, J.A. and Van Rossum, W. (2006). Customer value prepositions in business markets, *Harvard Business Review*, March 91-99.

Daniel T. J., Huchzermeier, A. and Mitchell, A. (2011). Creating shared value with consumers, *International Commerce Review*, 10(1).

Module 3: Value chain management: an overview

LeMay, S., Helms, M.M., Kimball, B. and McMahon, D. (2017). Supply chain management: the elusive concept and definition, *The International Journal of Logistics Management*, 28(4), 1425-1453.

Lambert, D. and Cooper, M. (2000). Issues in supply chain management. *Industrial Marketing Management*, 29 (1), 65-83.

Fearne, A., Garcia Martinez, M., and Dent, B. (2012). Dimensions of sustainable value chains: Implications for value chain analysis. *Supply Chain Management: An International Journal*, 17(6), 575-581.

Module 4: Value chain management: managing product and information flows in the chain

Trevor, J. and Varcoe, B. (2017) How aligned is your organization? *Harvard Business Review*, February, 2-6.

Groysberg, B. Lee, J. Price, J. and Cheng, J.Y. (2018). The leader's guide to corporate culture: How to manage the eight critical elements of organisation life. *Harvard Business Review*. January-February, 45-52.

Howieson, J., Lawley, M. and Hastings, K. (2016). Value chain analysis: an iterative and relational approach for agri-food chains, *Supply Chain Management: An International Journal*, 21(3), 352-362.

Module 5: Value chain management: Building and sustaining relationships

Liker J.K. and Choi T.Y., (2004), Building Deep Supplier Relationships. *Harvard Business Review*. 82 (12), 104-113.

Molinsky, A. and Gundling, E. (2016). How to build trust on your cross-cultural team. *Harvard Business Review*. June, 2-4.

Brower, H.H., Lester, S.W. and Korsgaard, M.A. (2017). Want your employees to trust you? Show you trust them. *Harvard Business Review*. July 2-5.

Module 6: Value chain management: Power and governance

Richards, C., Bjørkhaug, H., Lawrence, G. and Hickman, E. (2013). Retailer-driven agricultural restructuring—Australia, the UK and Norway in comparison, *Agric Hum Values*, 30, 235–245.

Gereffi, G., Humphrey, J. and Sturgeon, T. (2005). The governance of global value chains. *Review of International Political Economy*, 12(1) 78-104.

Cox, A. (2004) The art of the possible: relationship management in power regimes and supply chains. *Supply Chain Management: An International Journal*, 9(5), 346-356.

Module 7: Implementing value chain strategy: Barriers and opportunities

Gooch, M. and Felfel, A (2009). Characterizing the ideal model of value chain management and barriers to implementation. A Paper Prepared for the Canadian Agri-Food Policy Institute, Value Chain Management Centre, George Morris Centre, Canada.

Beth, S., Burt, D.V., Copacino, W. Gopal, C. Le, H.L. Lynch, R.P. and Morris, S. (2003). Supply Chain Challenges: Building Relationships. *Harvard Business Review*, 64-73.

Taylor, D.H. and Fearne, A. (2006). Towards a framework for improvement in the management of demand in agri-food supply chains *Supply Chain Management: An International Journal*, 11 (5), 379–384.

Reference material on value chain mapping and development

Donovan, J., Franzel, S., Cunha, M., Gyau, A. and Mithöfer, D. (2015). Guides for value chain development: a comparative review, *Journal of Agribusiness in Developing and Emerging Economies*, 5(1), 2-23.

Collins, R.C, Dent, B. and Bonney, L.B. (2015). *A guide to value chain analysis and development for overseas development assistance projects*. Australian Centre for International Agricultural Research: Canberra, ACT.

Webber, C. M. and Labaste, P. (2010). *Building competitiveness in Africa's Agriculture: A guide to value chain concepts and applications*. The World Bank: Washington D.C.

M4P (2008). *Making value chains work better for the poor: A toolbox for practitioners of value chain analysis*, Version 3, Making markets work better for the poor (M4P) project, UK Department for International Development (DFID), Agricultural Development International: Phnom Penh: Cambodia.

Vorst, van der J.G.A.J., da Silva, C.A. and Trienekens, J.H. (2007). *Agro-industrial supply chain management: Concepts and applications*. Agricultural Management, Marketing and Finance Occasional Paper No. 17. Rome: Food and Agriculture Organization.

GTZ (2007). *ValueLinks Manual: The Methodology of Value Chain Promotion*. 1st edition, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Eschborn, Germany.

GTZ (2017). *ValueLinks 2.0: Manual on Sustainable Value Chain Development*. Volume 1 Value Chain analysis, Strategy and implementation, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Eschborn, Germany.

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Value Chain Management Centre (2012). *Characterizing the Determinants of Successful Value Chains*. A Paper Prepared for the Canadian Agri-Food Policy Institute, Value Chain Management Centre, George Morris Centre, Canada.