

UNIVERSIDADE DE SÃO PAULO
FACULDADE DE ECONOMIA, ADMINISTRAÇÃO E CONTABILIDADE DE RIBEIRÃO PRETO
PROGRAMA DE DISCIPLINA

Year:	2020	Semester:	2nd
Discipline Code: RAD 2200	Case Studies in Strategy Applied to Food and Agribusiness (Casos em Organizações Agroalimentares)		
	Courses	Business Management	
Credits: 2	Classes 1	Work/load:	30h/w
Course Nature:	Elective		
Responsible Professor:	Marcos Fava Neves		
Students support	Room: FEA-RP, C Block, Room 64 Phone: (16) 3602 3936		

1. Discipline Goals

This discipline aims to stimulate the students to apply the strategic planning, marketing and strategy concepts learned during your graduation, through debate and analysis of the specific situations faced by agro-industrial organizations.

The main goal is to create the capacity of analysis and decision that amplifies strategic thinking and develops:

- Analytical and critical capacity;
- Interpersonal skills, including the capacity of listening, questioning and dealing with conflicts.

2. Content

Presentation of the case study method for teaching purposes as systematic description of experiences of companies;

Analytical techniques for case studies;

Relationship between theories of organizations with business practice;

Discussion of several cases already published in journals

3. Teaching Strategies, Information and Drivers

The course will be developed through case study discussion of 05 (FIVE) selected cases.

The cases will be exclusively in English.

The professor leads the discussions based on academic content, knowledge of the case and on the methodology of case study discussion.

Phases:

Phase 1

- 1) Individual preparation (reading of the case, taking notes and studying) in order to be ready for discussion in small groups – Individual reading report delivery (Questions) before the beginning of the class' day.
- 2) Discussion in small groups (05 people maximum) in the initial class of the case and building a group report

Phase 2

- 1) Plenary lead by the Professor
- 2) Selection of strategic development projects for the company by each group
- 3) Preparation and presentation of the growth project by each team in a class competition.

Comments:

1. Every two encounters are the closing of one cycle and beginning of the other.
2. The steps presented for evaluation of the case study and the questions, if any, should be considered as roadmaps. They will direct each of the discussions (steps) proposed.
3. Groups should never be the same.
4. Schedules - Do not enter after the door has been closed. In the days of the group discussions there will be a tolerance of 15 minutes, in the days of the plenary discussions there will be no tolerance. After the start of the discussions there can be no interruptions.

4. Evaluation

4.1 - Delivery of individual analysis;

4.2 - Participation in group discussions and delivery of the report

4.3 – Participation in plenaries

4.4 – Elaboration of a growth project for the company and presentation

4.5 – Final test about the cases discussed (last class)

5. Readings

Selected Case Studies

Hammond, J. **Learning by the Case Method**. Boston: Harvard Business School Publishing.

Kenneth E. Clow & Donald E. Baack, **Cases in Marketing Management (The Ivey Casebook Series)**, Sage Publications, Singapore, 2012

Roger Kerin & Robert Peterson, **Strategic Marketing Problems: Cases and Comments** Prentice Hall, 2010.

GUNDERSON M.A., BOEHLJE M.D., NEVES M.F., and SONKA, S.T. Agribusiness Organization and Management. In: Neal Van Alfen, editor-in-chief. Encyclopedia of Agriculture and Food Systems, Vol. 1, San Diego: Elsevier; 2014. pp. 51-70.

WEBSITES

<http://hbr.org/case-studies>

<http://www.thecasecentre.org/educators/>

<http://ifama.i4adev.com/i4a/pages/index.cfm?pageid=3319> (Journal Iama)

<http://www2.espm.br/pesquisa/central-de-cases/banco-de-casos> (ESPM, search for “agronegócios” as key word)

<http://bibliotecadigital.fgv.br/ojs/index.php/gvcasos> (RAE casos)

6. Schedule

Date	Class	TOPICS	Source
17/08	01	Introduction to the Course and Drivers	
24/08	02	Case 01	HBR, Purdue and Other
31/08	03	Case 01	HBR, Purdue and Other
07/09	-	Independência do Brasil – No class	
14/09	04	Case 02	HBR, Purdue and Other
21/09	05	Case 02	HBR, Purdue and Other
28/09	06	Case 03	HBR, Purdue and Other
05/10	07	Case 03	HBR, Purdue and Other
12/10	-	Nossa Sr. Aparecida – No class	
19/10	08	Case 04	HBR, Purdue and Other
26/10	09	Case 04 Plenary	HBR, Purdue and Other
02/11	-	Finados – No class	
09/11	10	Case 05	HBR, Purdue and Other
16/11	11	Case 05	HBR, Purdue and Other
23/11	12	Case 06	HBR, Purdue and Other
30/11	13	Case 06	HBR, Purdue and Other
07/12	14	Closing and Takeaways	
14/12	15	Final Test	
21/12	16	Recuperation Test	



PROF. DR. MARCOS FAVA NEVES

- ❑ Marcos Fava Neves is an *international expert* on global agribusiness issues and a part-time professor of planning and strategy at the School of Business (FEARP) of the University of São Paulo (USP) and FGV Business School, both in Brazil. He graduated as an agronomic engineer from ESALQ/USP - Piracicaba in 1991. He earned his master's degree in 1995 and his doctorate in management in 1999 from the FEA/USP School of Economics and Business – São Paulo. Marcos completed postgraduate studies in European agribusiness at ESSEC-IGIA in France in 1995 and in chains/networks at Wageningen University, in the Netherlands (1998-1999). In 2013 he spent the year as a visiting international professor at Purdue University (Indiana, USA) where he maintains the linkage as a permanent International Adjunct Professor. Since 2006 he is an international professor at the University of Buenos Aires, Argentina.
- ❑ He has *specialized in strategic-planning* processes for companies and food chains and works as a board member of both public and private organizations, being member of more than 10 international boards since 2004. Also in 2004, he created the Markestrat think tank with other partners, today employing around 60 people and doing international projects, studies and research in strategic planning and management for more than 250 agri-food business organizations. Some of these projects were very important in suggesting public policies for food chains that were implemented in Brazil with economic and social impacts.
- ❑ Also as an experience in the private sector, from 1992 to 1993 he worked in citrus juice exporter and from 1994 to 1995 in a veterinarian company. In 2008, he became CEO of Brazil's second-largest biofuel holding company, a position he occupied until 2009, when he returned to the University of São Paulo (USP) and Markestrat.
- ❑ At the academic side, since 1995 (when he was hired by USP), Marcos has advised more than 30 doctorate dissertations and master's theses and helped to form around 1200 Bachelors in Business Administration in Brazil with around 120 courses taught to undergraduates at USP.
- ❑ His writings are strongly focused on supplying simple and effective methods for business. He has published more than 100 articles in international journals and has been author and editor of 63 books by 10 different publishers in Brazil, Uruguay, Argentina, South Africa, Singapore, Netherlands, China, the United Kingdom and the United States. He is also a regular contributor for China Daily Newspaper and has written two case studies for Harvard Business School (2009/2010), one for Purdue (2013) and five for Pensa/USP in the nineties. Recognized as the Brazilian academic with the largest number of international publications about orange juice and sugar cane chain and one of the top 3 most cited Brazilian authors in the area of food and agribusiness. He has reached more than 4000 citations in Google Scholar index.
- ❑ Marcos is one of the most active Brazilian speakers, having done more than 1050 lectures and presentations in 25 countries. He received around 150 recognitions from Brazilian and international organizations, and is considered a "Fellow" of the IFAMA (International Food and Agribusiness Management Association), title received in Minneapolis - 2015.
- ❑ Coming from a family of farmers, he is a worldwide defender of agriculture and farmer's role in the development of the society. In the social side, together with his parents, Marcos is one of the creators and maintainers of Mucapp, a NGO that in 20 years has built more than 450 houses for families in Brazil that face very unfavorable conditions.