

Module Title:	Agribusiness Strategy
Language of Instruction:	English
Credits:	10
NFQ Level:	8
Module Delivered In	No Programmes
Teaching & Learning Strategies:	The classes will deliver relevant theory supported by relevant examples. Learners will review current happenings from Irish and International agribusinesses as part of their programme work. Further learners will be asked apply their knowledge as well as utilise relevant models and tools of analysis to case studies.
Module Aim:	The aim of this module is to develop a learner's knowledge of strategy concepts and their application to the agribusiness sector. The module aims to develop a framework of analysis to enable a learner to identify central issues and problems in complex agribusiness scenarios and to suggest alternative courses of action and to present well-supported recommendations for future action.

Learning Outcomes	
<i>On successful completion of this module the learner should be able to:</i>	
LO1	Critically discuss the strategic management process in relation to the agribusiness sector
LO2	To conduct detailed environmental analyses (including competitive and industry analyses) as well as detailed organisational analyses (including strategic capability, organisational context, cultural and stakeholder analyses).
LO3	Evaluate appropriate strategies for an organisation including internationalisation.
LO4	Evaluate salient issues of implementation including organisational structure, management strategies, change management techniques and relevant strategy controls.
LO5	Evaluate the application of supply chain management in an agribusiness context.

Pre-requisite learning
Module Recommendations <i>This is prior learning (or a practical skill) that is recommended before enrolment in this module.</i>
No recommendations listed
Incompatible Modules <i>These are modules which have learning outcomes that are too similar to the learning outcomes of this module.</i>
No incompatible modules listed
Co-requisite Modules
No Co-requisite modules listed
Requirements <i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed.</i>
No requirements listed

Module Content & Assessment

Indicative Content

Introduction to Strategic Management

• Introduction to strategic management and the strategic planning process • Strategic management in an agribusiness context

Strategic Analysis

• The agribusiness environment: strategic environmental appraisal, PESTEL, drivers of change, impact of environmental influences, scenarios, opportunities and threats, strategic gaps, Porters Diamond, agricultural policy (WTO, EU, CAP, national policies, environmental protection, sustainability). • Industry and competitive analysis: five forces, strategic groups, market analysis, customer analysis. • Strategic capability: competitive advantage: critical success factors, resources, competencies and core competencies, benchmarking, value chain analysis, experience curve, activity maps. • Context of the organisation: mission statement, objectives, strategies, ownership, history and structure, strategic business units, functions, SWOT. • Cultural context: organisational, national, regional context, cultural web, • Stakeholder analysis : corporate governance, stakeholder expectations, ethics.

Strategic Choice

• Selecting a strategy, Generic strategy options, Bowman's strategy clock • Strategies for stages in the industry life cycle. • Directions for strategy development: protect and build, product development, market development, diversification. • Agri-supply chain management, partnerships, outsourcing • Methods of strategy development: organic, acquisitions, divestments, joint ventures, strategic alliances, mergers, value added partnerships. • Identifying criteria for strategic evaluation: suitability, acceptability, feasibility. • Corporate and international level choices: product diversity, international diversity, corporate parenting roles. • Portfolio analysis: portfolio management, BCG, directional policy matrix, parenting matrix.

Strategic Implementation

• Organisational structure and design: structural types, matching strategic choice and organisational structure. • Management strategy: management styles, strategy and corporate leadership • Managing strategic change: diagnosing the change situation, change management. • Strategic control: control types, milestones • Approaches to strategy development: intended strategy development, emergent strategy development, multiple processes of strategy development, strategy development methods.

Assessment Breakdown

	%
Continuous Assessment	30.00%
End of Module Formal Examination	70.00%

Continuous Assessment

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Case Studies	Case Study: Environmental and capabilities analysis of agribusiness	1,2	15.00	n/a
Case Studies	Case Study: Strategic options (including supply chain management) and implementation issues	1,2,3,4,5	15.00	n/a

No Project

No Practical

End of Module Formal Examination

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Formal Exam	Terminal Examination	1,2,3,4,5	70.00	End-of-Semester

SETU Carlow Campus reserves the right to alter the nature and timings of assessment

Module Workload

Workload: Full Time		
<i>Workload Type</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	30 Weeks per Stage	3.00
Independent Learning	30 Weeks per Stage	3.67
Total Hours		200.00

