

# **MAKERERE UNIVERSITY**

**AGSHARE PROJECT COMPONENT 1: IMPROVING CURRICULA**

**ACADEMIC PROGRAM: MSc AGRIBUSINESS**

**COURSE ABM 7201: AGRICULTURAL MARKETING  
MANAGEMENT**

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**DEPARTMENT OF AGRIBUSINESS AND NATURAL RESOURCE ECONOMICS  
COLLEGE OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES  
MAKERERE UNIVERSITY**

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## SECTION A: ORGANIZATIONAL COMPONENT

### 1. General premise and educational approach

#### 1.1 Significance of this module

The main objective of this module is to develop students' understanding and skills of marketing agricultural and food products. The module will enable students develop efficient and effective marketing plans for agricultural and food products in a global, ever changing, competitive and even hostile environment. Student-centered and co-operative learning and teaching methods are applied during lectures in order to optimally develop the above skills, as well as to stimulate the development of communication, interpersonal skills and group dynamics.

#### 1.2 Educational approach

In order to achieve the objectives, student attendance of and active participation during lectures is essential. Furthermore, students are advised to embark on a well-structured and systematic study program, in which the module material is studied in a probing, scientific and innovative manner.

### 2. Contact information

	Name	Room No. and building	Telephone no. and E-mail address
Lecturer	Dr. Gabriel Elepu	8D Agric. Bldg	Tel: (256) 782-758887 Email: <a href="mailto:elepu@agric.mak.ac.ug">elepu@agric.mak.ac.ug</a>

### **3. Study materials**

#### **3.1 Core Texts**

- Crawford, I. M. 1997. Agricultural and Food Marketing Management. Rome: Food and Agriculture Organization of the United Nations. Available online at: <http://www.fao.org/docrep/004/w3240e/w3240e00.HTM>
- Carter, S. 1998. Global Agricultural Marketing Management. Rome: Food and Agriculture Organization of the United Nations.
- Kotler, P. and Keller, K. L. 2006. Marketing Management. Twelfth edition. Prentice Hall, Englewood Cliffs, N.J.

#### **3.2 References and selected readings**

##### **3.2.1 Further selected books**

- Park, M. M. and G. Zaltman. 1987. Marketing Management. Dryden Press.
- Peter, J. P. and J. H. Donnelly, Jr. 1995. Marketing Management: Knowledge and Skills. Fourth edition. Irwin.
- Kotabe, M. and K. Helsen. 2001. Marketing Management. Second edition. John Wiley and Sons, Inc.
- Boyd, Jr., H. W. and O. C. Walker, Jr. 1990. Marketing Management: A Strategic Approach. Irwin, Inc.

##### **3.2.2 Journal Articles and Other Periodicals**

Students will be asked to read and discuss relevant journal articles and other periodicals. Some of these articles are highlighted by Crawford (1997) at the end of each chapter; others will be announced in class.

Lecture notes as well as other relevant study materials will also be made available to students.

### **3.2.3 Case Studies**

Case studies/videos to be used in this course will be drawn from the following sources:

- Crawford (1997)
- AgShare case studies/videos

These include:

- Video 1: Milk Marketing in Kiruhura District
- Case 1: Genetically Engineered Food: The Future has become the Present
- Case 2: Pinklady Apples
- Case 3: Consumers Take an Instant Dislike to Nescafé
- Case 4: Kenya Seed Company's Uniform Pricing Strategy
- Case 5: Sri Lanka's Rice Transplanter
- Case 6: Sowing the Seeds of Success by Communicating with the Market
- Case 7: From Bloom to Doom in Colombia's Cut Flower Industry When Marketing Costs and Margins Shift

## **4. Mode of Delivery**

The course will be delivered through class lectures, case studies, role plays, and assignments. There will be 3 lecture hours per week for a 15 weeks semester. For each topic, references are given for reading. Students are expected to read this material before attending the lecture in which the material will be discussed. Additional readings that will enhance students' understanding of the subject matter will be also provided.

## 5. Assessment Methods

The course will be evaluated through continuous assessment tests, home assignments, case study, and final exam as follows:

- Continuous Assessment 40%  
(Homework assignments, Test, Case study)
- Final examination 60%

The pass requirement is 60% of the overall final mark.

## **SECTION B: STUDY COMPONENT**

### **1. Module structure**

This module is equivalent to 3 course units (CU) or 45 contact hours. The module duration is 15 weeks comprising of 45 lecture hours (LH). The module delivery schedule is systematically provided in the Appendix.

### **2. Module description**

#### **Topic 1: Introduction**

- Marketing concepts
- Importance of marketing

#### **Readings:**

- Crawford (1997), chapter 1.

#### **Topic 2: Commodity Marketing**

- Cash and food crops
- Livestock and their products
- Fish and fish products
- Honey
- Market liberalization
- Agricultural markets and institutions

#### **Readings:**

- Crawford (1997), chapters 2 and 6.

#### **Video 1: Milk Marketing in Kiruhura District**

#### **Questions**

1. Which marketing channels are farmers using to sell their raw milk and why?
2. Which value added milk products are being produced on-farm and how are they being marketed?
3. What policy interventions would you recommend to improve the marketing of milk in Kiruhura District and in Uganda in general?

**Topic 3: New Product Development**

- Innovation
- New product development process
- Adoption and diffusion processes

**Readings:**

- Crawford (1997), chapter 4.
- Boyd, Jr. and Walker, Jr. (1990), chapter 13

**Case 1: Genetically Engineered Food: The Future has become the Present**

**Questions**

1. What are genetically engineered foods?
2. What are the benefits and problems associated with genetically engineered foods?
3. In which ways can the benefits of genetically engineered foods be communicated to consumers?
4. How best can genetically engineered foods be launched in order to reduce or eliminate consumer or public concerns or claims?
5. What does the future hold for genetically engineered foods?

**Topic 4: Product Management**

- Product concept
- Product mix
- Product line extensions and deletions
- Product branding

**Readings:**

- Crawford (1997), chapter 7.
- Peter and Donnelly, Jr. (1995), chapter 6-7
- Park and Zaltman (1987), chapter 9-10

**Case 2: Pinklady Apples**

**Questions**

1. What is a brand and what do you think about the brand name 'pinklady'?



2. Why do you think the pinklady apple brand is achieving premium prices in export markets?
3. What is a trademark and how is it helping the pinklady apple to sell in the market?
4. What happens if competitors produced the 'imitator' version of the pinklady apple soon after its introduction?

**Topic 5: Consumer Behavior and Market Segmentation**

- Consumer behavior
- Market segmentation

**Readings:**

- Crawford (1997), chapter 5.
- Peter and Donnelly, Jr. (1995), chapter 3-5
- Park and Zaltman (1987), chapter 7-8

**Case 3: Consumers Take an Instant Dislike to Nescafé**

**Questions**

1. What is the difference between 'drip grind' and 'instant' coffee?
2. What were the reasons that led to the poor performance of Nescafé instant coffee on the market?
3. What lessons did Nestlé learn about buyer behavior?

**Topic 6: Pricing Decisions**

- Pricing objectives
- Law of supply and demand
- Theory of costs
- Pricing strategies

**Readings:**

- Crawford (1997), chapter 8.
- Peter and Donnelly, Jr. (1995), chapter 11
- Park and Zaltman (1987), chapter 18
- Boyd, Jr. and Walker, Jr. (1990), chapter 14

**Case 4: Kenya Seed Company's Uniform Pricing Strategy**

## Questions

1. What is uniform delivered pricing?
2. What was the problem of relying on middlemen to distribute seed and how was it solved?
3. What lesson(s) can other seed promoters in developing countries learn from KSC?

### **Topic 7: Channel Management and Physical Distribution**

- Key decisions in channel management
- Types of distribution systems
- Power and conflict in distribution channels
- Physical distribution
- The total distribution concept
- Logistics management

#### **Readings:**

- Crawford (1997), chapter 9
- Chopra and Meindl (2006), chapter 5
- Ballou (2004), chapters 6-16
- Peter and Donnelly, Jr. (1995), chapter 10
- Park and Zaltman (1987), chapter 13-14
- Boyd, Jr. and Walker, Jr. (1990), chapter 15

### **Case 5: Sri Lanka's Rice Transplanter**

#### **Questions**

1. What does the case of Sri Lanka's rice transplanter illustrate?
2. What lessons can be drawn from this case by national agricultural research institutes in your countries involved in the introduction and promotion of improved seeds?

### **Topic 8: Marketing Communications**

- Advertising
- Sales promotion
- Personal selling
- Public relations
- Choice of communication mix and media

**Readings:**

- Crawford (1997), chapter 10.
- Peter and Donnelly, Jr. (1995), chapter 8-9
- Park and Zaltman (1987), chapter 15-17
- Boyd, Jr. and Walker, Jr. (1990), chapter 16-18

**Case 6: Sowing the Seeds of Success by Communicating with the Market****Question**

1. What factors led to the 'great' success of the Zimbabwe's Seed Co-op's promotion of "War Against Hunger?"

**Topic 9: Marketing Costs and Margins**

- Marketing efficiency and effectiveness
- Price efficiency
- Identifying marketing costs and margins

**Readings:**

- Crawford (1997), chapter 12.

**Case 7: From Bloom to Doom in Colombia's Cut Flower Industry When Marketing Costs and Margins Shift****Questions**

1. What caused the shift in marketing costs and margins in Colombia's cut flower industry?
2. What government interventions could stem erosion of Columbia's share on the international market to other cut-flower producers such as Dominican Republic, Mexico, and Venezuela?
3. Is it always true that when margins expand the marketing system has become inefficient?

**Topic 10: Marketing Research**

- Market research brief
- Research proposal

**Readings:**

- Crawford (1997), chapter 11.
- Peter and Donnelly, Jr. (1995), chapter 2

**APPENDIX: DETAILED MODULE CONTENT & DELIVERY SCHEDULE**

<b>TOPIC</b>	<b>CONTENT</b>	<b>CONTACT HOURS</b>	<b>METHOD OF INSTRUCTION / Time allocated</b>	<b>TOOLS/EQUIPMENT NEEDED</b>
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• Marketing concepts</li> <li>• Importance of marketing</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Commodity Marketing</b>	<ul style="list-style-type: none"> <li>• Cash crops</li> <li>• Food crops</li> <li>• Livestock and their products</li> <li>• Fish and fish products</li> <li>• Honey</li> <li>• Market liberalization</li> <li>• Agricultural markets and institutions</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Commodity Marketing</b>	<ul style="list-style-type: none"> <li>• Cash crops</li> <li>• Food crops</li> <li>• Livestock and their products</li> <li>• Fish and fish products</li> <li>• Honey</li> <li>• Market liberalization</li> <li>• Agricultural markets and institutions</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>New product development</b>	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Process</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> </ul>

	<ul style="list-style-type: none"> <li>• Adoption and diffusion processes</li> </ul>			<ul style="list-style-type: none"> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Product Management</b>	<ul style="list-style-type: none"> <li>• Product concept</li> <li>• Product mix</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Product Management</b>	<ul style="list-style-type: none"> <li>• Product line extensions and deletions</li> <li>• Product branding</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Consumer Behavior and Market Segmentation</b>	<ul style="list-style-type: none"> <li>• Consumer behavior</li> <li>• Market segmentation</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Pricing Decisions</b>	<ul style="list-style-type: none"> <li>• Pricing objectives</li> <li>• Law of supply and demand</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Pricing Decisions</b>	<ul style="list-style-type: none"> <li>• Theory of costs</li> <li>• Pricing strategies</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Channel Management and Physical Distribution</b>	<ul style="list-style-type: none"> <li>• Key decisions in channel management</li> <li>• Types of distribution systems</li> <li>• Power and conflict in distribution channels</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Channel</b>	<ul style="list-style-type: none"> <li>• Physical distribution</li> </ul>	3	Interactive	<ul style="list-style-type: none"> <li>- Chalk/BB</li> </ul>

<b>Management and Physical Distribution</b>	<ul style="list-style-type: none"> <li>• The total distribution concept</li> <li>• Logistics management</li> </ul>		Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Marketing Communications</b>	<ul style="list-style-type: none"> <li>• Advertising</li> <li>• Sales promotion</li> <li>• Personal selling</li> <li>• Public relations,</li> <li>• Communication mix</li> <li>• Communication media</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Marketing Costs and Margins</b>	<ul style="list-style-type: none"> <li>• Marketing efficiency and effectiveness</li> <li>• Price efficiency</li> <li>• Identifying costs and margins</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Marketing Costs and Margins</b>	<ul style="list-style-type: none"> <li>• Marketing efficiency and effectiveness</li> <li>• Price efficiency</li> <li>• Identifying costs and margins</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>
<b>Marketing Research</b>	<ul style="list-style-type: none"> <li>• Research brief</li> <li>• Research proposal</li> </ul>	3	Interactive Lecture (3 hrs)	<ul style="list-style-type: none"> <li>- Chalk/BB</li> <li>- Marker/white board</li> <li>- Slide projector</li> <li>- Power point projector</li> </ul>