



## COURSE DETAILS

" STRATEGIES AND MANAGEMENT OF THE AGRICULTURAL ENTERPRISE... "

SSD: AGR01 \*

DEGREE PROGRAMME: AGRICULTURAL SCIENCES AND TECHNOLOGIES

ACADEMIC YEAR 2021/2022

## GENERAL INFORMATION – TEACHER REFERENCES

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## GENERAL INFORMATION ABOUT THE COURSE

INTEGRATED COURSE (IF APPLICABLE):

MODULE (IF APPLICABLE):

CHANNEL (IF APPLICABLE):

YEAR OF THE DEGREE PROGRAMME: II

SEMESTER: II

CFU: 8

## REQUIRED PRELIMINARY COURSES (IF MENTIONED IN THE COURSE STRUCTURE “ORDINAMENTO”)

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### PREREQUISITES (IF APPLICABLE)

Knowledge of microeconomics and macroeconomics as required by the course of Agricultural Economics of the three year degree in AGRICULTURAL, FOREST AND ENVIRONMENTAL SCIENCES

### LEARNING GOALS

*The aim of the course is to provide students with advanced knowledge on the issues of entrepreneurial strategies and farm management. For this purpose, to provide knowledge on business models and analysis techniques useful for dealing with an agricultural enterprise, topics related to both theoretical and operational aspects will be addressed.*

### EXPECTED LEARNING OUTCOMES (DUBLIN DESCRIPTORS)

#### Knowledge and understanding

*In the last thirty years, the studies of the agricultural enterprise, from a strategic and managerial point of view, have received new lymph from the progress made by the studies concerning the theory of the firm in general and those on the current configuration of the peculiar structural and organization of agricultural enterprises. In this enriched context, the course aims to provide students with knowledge that, alongside the specific tools of traditional farm analysis, incorporate those typical of business management models in general. Therefore, students will have to show that they know the peculiar characteristics of farms but also those common to other types of enterprises. This is in order to be able to identify and describe the possible business models, the implications of this diversity on the management and development strategies, also through the understanding of the possible management analysis tools.*

#### Applying knowledge and understanding

*The student must show ability to use and apply the knowledge, tools and analysis methodologies acquired during the course; the ability to solve problems, to determine the economic results of agricultural farms and apply knowledge in practice for business development projects and / or production reconversion projects. Furthermore, the student needs to show his/her ability to with other subjects involved in the solution of business case studies, from those belonging to a work team to those strictly involved in ownership and management of the company. From the synthesis between the theoretical and operational dimensions of the topics covered during the course, the student should identify the solution of business problems also through new ways to organize and use farm resources*

### COURSE CONTENT/SYLLABUS

#### 1. Agricultural enterprise as a technical, social and economic system

*The natural, social and institutional environment.*

*The economic and social role of the farm*

*The interdependence between the farm and the socio-economic context: micro and macro environment*

*The Agricultural Enterprise*

*Business management*

#### 2. Economic analysis of the agricultural enterprise

*Economic dynamics, transformation of production systems and evolution of strategic orientations; structural and organizational structures of the company in agriculture*

#### 3. Company strategy

*The strategic plan: aims, objectives and actions. Diversification strategies, vertical integration, collaborative, competitive and business expansion strategies. Development of the strategy. Plan, implement and monitor the strategy. Strategy and innovations. Strategy and marketing.*

#### 4. Strategic management and operational management

*Purpose of the management of the agricultural enterprise. The planning, organization, management and control of the company's business. Decision-making process in the company.*

## 5. Production and operations management

Structure and diversity of production processes. Organization of agricultural production processes within the company: technical and institutional determinants.

## 6. Financial management

Analysis of needs and financial position. Sources and uses of capital. Determination of the cost of credit.

## 7. Management of labor in agriculture

Labor contracts in agriculture and labor costs.

## 8. Risk management

Sources of risk. Risk management tools. Decisions in risky conditions.

## 9. Financial mathematics in agricultural economics

Interest; Capital Allocation over time; Annuity; Capital reintegration quotas; Amortization rate of capital; Periodicity; Problems relating to the capitalization of income; Problems related to arboretums.

## 10. Economic analysis of company results

Guiding criteria and types of financial budgets Preparation of budgets. Analysis through indices.

## 11. Start-up of the company

The Business Plan. A Business models presentation

## 12. Evaluation of the convenience between alternative choices

Investment analysis.

## 14. Taxation in agriculture

## READINGS/BIBLIOGRAPHY

Torquati B.M. Economia e Gestione dell'Impresa Agraria, Edagricole (capitoli e paragrafi scelti)

S. Sciarelli, La gestione dell'impresa, Cedam (capitoli e paragrafi scelti)

De Benedictis M. e Cosentino V (1982): Economia dell'azienda agraria. Teoria e metodi, Il Mulino, Capitoli scelti

## TEACHING METHODS

If applicable also list tools for teaching delivery (recorded lectures, multimedia, software, on line material, etc.)

Teacher will use: a) lectures for approximately 70% of total hours; b) practical exercises for approximately 30 % of total hours or CFU; There will also be, at least, two seminars on specific topics of the program by colleagues and researchers or by exponents of the professional world particularly entitled to carry out seminars on topics related to the program

## EXAMINATION/EVALUATION CRITERIA

### a) Exam type:

Exam type	
written and oral	X
only written	
only oral	
project discussion	X
other	

<b>In case of a written exam, questions refer to: (*)</b>	<b>Multiple choice answers</b>	
	<b>Open answers</b>	X
	<b>Numerical exercises</b>	X

(\*) multiple options are possible

The final exam consists of a written test and a complementary oral exam. The written test includes both free answer questions and exercises with different scores, from a minimum to a maximum level. The type of test will be indicated in detail by the teacher on his website. For the written test, students have two hours at their disposal, while the oral exam usually lasts about 20 minutes.

**b) Evaluation pattern:**

The written exam performance is binding to have access to the oral exam. The mark of the written test is linked both to the correctness of the answers and to the number of questions answered. The final mark will be the average of the mark of the written test and of the oral exam.

The possibility of repeating the exam at the next session or after at least 30 days, will depend on the shortcomings found in the student's preparation.