UNIVERSITÀ DEGLI STUDI DI PALERMO

DEPARTMENT	Scienze Agrarie, Alimentari e Forestali
ACADEMIC YEAR	2023/2024
MASTER'S DEGREE (MSC)	AGROENGINEERING AND FORESTRY SCIENCES AND TECHNOLOGIES
INTEGRATED COURSE	BUSINESS ORGANISATION AND MANAGEMENT AND FOREST VALUATION
CODE	21723
MODULES	Yes
NUMBER OF MODULES	2
SCIENTIFIC SECTOR(S)	AGR/01
HEAD PROFESSOR(S)	GALATI ANTONINO Professore Ordinario Univ. di PALERMO
OTHER PROFESSOR(S)	DI FRANCO CATERINA Professore Associato Univ. di PALERMO GALATI ANTONINO Professore Ordinario Univ. di PALERMO
CREDITS	9
PROPAEDEUTICAL SUBJECTS	
MUTUALIZATION	
YEAR	1
TERM (SEMESTER)	1° semester
ATTENDANCE	Not mandatory
EVALUATION	Out of 30
TEACHER OFFICE HOURS	**DI FRANCO CATERINA** Tuesday 09:00 13:00 Edificio 4, ingresso A, primo piano, studio 32, dipartimento SAAF Wednesday 09:00 13:00 Edificio 4, ingresso A, primo piano, studio 32, dipartimento SAAF Thursday 10:00 13:00 Edificio 4, ingresso A, primo piano, studio 32, dipartimento SAAF **GALATI ANTONINO** Monday 14:00 16:00 Dipartimento SAAF, Edificio 4, Ingresso A, Piano 1, Ufficio 110 Tuesday 14:00 16:00 Dipartimento SAAF, Edificio 4, Ingresso A, Piano 1, Ufficio 110

DOCENTE: Prof. ANTONINO GALATI

PREREQUISITES	Basic knowledge on agricultural and forestry economics and appraisal
LEARNING OUTCOMES	Knowledge and understanding Knowledge of the management principles necessary to a correct interpretation of the socio-economic and management needs of firms operating in the agro-forestry industry and knowledge of the main methods of strategic and accounting analysis. Knowledge of the main methods of estimating the stumpage value. Applying knowledge and understanding The analytical tools provided, will enable students to interpret, through the determination of the financial statement indices, and draw judgments aware for an effective strategic-management, and to detect critical issues that imply the reorientation of those undertakings in the market. Ability to use the specific language of this discipline and to organize the surveys and elaborations necessary for the estimation of the stumpage value. Making judgments The provided tools, will allow a clear assessment of the implications and results of the application of government instruments and firm management of agro-forestry firms, and their performance. Ability to design management models for such firms. Communication skills Students will be able, using a specific economic language, to discuss studied and analyzed topics, framing them in the current process of change which affects the agro-forestry industry in the European and international context. They, will also have the ability to expose the main concepts of business economics and the tools of business management and will be able to clarify the effects of the application of these instruments on the business system. Finally, they will have the ability to present the results of the financial statement of the agro-forestry firms. Ability to present results of the studies clearly exposing the problems identified and the solutions it proposes and the effects on the environment. Learning ability Learning skills acquired throughout the course will be evaluated through practical exercises at the end of an instructional unit and working group, that require a personal detailed study.
ASSESSMENT METHODS	Learning skills acquired throughout the course will be evaluated through practical exercises at the end of an instructional unit, and working group, that requires a personal detailed study. It is, also, expected a final assessment which consists of an oral exam that consists of an interview based on open questions concerning the topics studied. This exam allows one to evaluate, in addition to knowledge of the candidate and his ability to apply them, even the possession of an appropriate scientific language. The final assessment, expressed in thirtieths, will be formulated on the basis of the following conditions: a) Basic knowledge of the management principles applied in the agro-forestry firms, limited ability to apply themselves in new situations, sufficient capacity for analysis of the presented phenomena, exposure capacity not sufficiently articulated (18-21 rating); b) good knowledge of the management principles applied in the agro-forestry firms, ability to apply them independently in situations similar to those studied, discrete analysis capabilities of the presented phenomena, discrete exposure capacity (22-25 rating); c) in-depth knowledge of the management principles applied in the agro-forestry firms, ability to apply them in different conditions, but not always readily and following a linear approach, good capacity of analysis of the presented phenomena and exposure capacity (26-28 rating); d) deep and widespread knowledge of the management principles applied in the agro-forestry firms, ability to apply them promptly and correctly to different socio-economic conditions, excellent analytical skills of the presented phenomena, mastered of managerial language (29-30L vote). The final evaluation takes into account to the active participation of students in lectures, practical exercises and activity carried out in the form of participation in the working group, to the extent of 40% of the final evaluation itself.
TEACHING METHODS	The course is semestral and takes place in the first semester of the second level Italian degree course in Agroengineering and Forestry Sciences and Technologies. The teaching activity is developed through lectures, practical exercises, and group work. The practical exercises are designed to test the ability to apply knowledge and are a useful training to the ultimate test examination, and are addressed to provide to the student a more in-depth understanding of the technical aspects of the financial accounting measurement and reporting of the agro-forestry firms and of the economic and appraisal methods. Finally, group projects can help students develop a host of skills in the field of the agro-forestry companies and of the economic and appraisal assessment that are increasingly important in the professional world.

MODULE
ORGANISATION AND STRATEGIC MANAGEMENT OF AGRO-FOREST BUSINESS

Prof. ANTONINO GALATI

SUGGESTED BIBLIOGRAPHY

Grant Robert M., 2011, L'analisi strategica per le decisioni aziendali, Il Mulino. ISBN 978-8815259592
Lipparini A. (a cura di). 2007, Economia e gestione delle imprese. Il Mulino. ISBN 978-88-15-09520-6
Lettere di approfondimento/further reading
Shams R., Vrontis D., Weber Y., Tsoukatos E., Galati A. (2020). Stakeholder engagement and sustainability. Routledge ISBN 9781032084633

AMBIT	50561-Discipline economiche e giuridiche
INDIVIDUAL STUDY (Hrs)	86
COURSE ACTIVITY (Hrs)	64

EDUCATIONAL OBJECTIVES OF THE MODULE

The aim of the course is to provide the general principles of the firms management and then the technical and managerial knowledge for the firms operation with specific reference to those operating in the agro-forestry industry. Knowledge of the management principles is necessary for the understanding of the organizational and operational logic of businesses through the qualification of the size of the business system, investigating aspects related to the purely economic and financial issue, to those ethical such as the corporate social responsibility and he sustainability in the agro-forestry firms, the role of skills and strategic tools to be taken to improve the competitiveness of firms in the market.

SYLLABUS

Hrs	Frontal teaching
2	Introduction and reminder of the essential principles of agricultural economics
4	Theoretical approaches for the study of organizational models. From the classical school to bureaucratic school. The most recent approaches for the study of the business behaviour.
12	Knowledge of the management principles and transfer in agriculture and forestry industry. The assumptions of the business administration. The company's organizational structure. Organizational structure and operating systems. Classification of firms and cases studies. Business strategy. Competitive strategy and social strategy. Porter's model. Resources and skills. The customer-based view.
14	Cost management and Management accounting in agro-forestry firms. Balance sheet and the profit and loss account. The main indicators for assessing the economic and financial performance of companies
4	The firm as a sustainable system. The approach to corporate sustainability. The functional areas for the implementation of sustainability principles.The Corporate Social Responsibility (The historical journey of reflection on the corporate social responsibility, the main driver of CSR, the main reference ethical theories, elements of an ethical vision for the enterprise development). Sustainability report. Sustainability report contents.
2	The role of voluntary certification in the agro-forestry firms. The main environmental and forest certifications. Adopting certification as a successful tool for agro-forestry firms.
2	The concept of open innovation and how it works. Types of problems that can be solved with open innovation. Challenges and ethical considerations of open innovation. Open innovation strategies. Case studies

Hrs	Practice
12	Practical exercises: Balance sheet and Accounting balance, Analysis of the balance using economic and financial indicators. Working groups
6	Drafting a sustainability report
6	Drafting a case study

MODULE
FOREST VALUATION - WORKSHOP

Prof.ssa CATERINA DI FRANCO

SUGGESTED BIBLIOGRAPHY	
Michieli M., Cipollotti G.B. (2018): Trattato di Estimo - Edagricole, Bologna- ISBN 978-88-506-5527-4 (ottava edizione). Tempesta Tiziano (2018): Appunti di Estimo ambientale. Cleup, Padova - ISBN 978 88 6787 946 5. Materiale didattico fornito durante il corso.	
AMBIT	50561-Discipline economiche e giuridiche
INDIVIDUAL STUDY (Hrs)	41
COURSE ACTIVITY (Hrs)	34
EDUCATIONAL OBJECTIVES OF THE MODULE	
Provide to the students the ability to use, independently, the economic estimation tools, by connecting the technical knowledge to the economic ones, and applying them to a real case. Train students to work in groups. Provide the tools to make a written report and the related submission of a valuation of the the most stumpage value	

SYLLABUS

Hrs	Frontal teaching
10	Ecosystem services and the economic value of the forest. Theoretical and methodological aspects for the drafting of the estimate of the most probable stumpage value. Synthetic, econometric and analytical estimation procedures. Analytical estimation and the structure of the economic budget of the transformation cycle. The estimation report. Main calculation methodologies to evaluate the operating costs of forestry machinery and equipment. and the presentation of case studies.

Hrs	Practice
24	Drafting of an estimation report of the most probable stumpage value