



UNIVERSITÀ DEGLI STUDI DI PALERMO

DEPARTMENT	
ACADEMIC YEAR	
ANNO ACCADEMICO EROGAZIONE	
SUBJECT	
CODE	
SCIENTIFIC SECTOR(S)	
HEAD PROFESSOR(S)	BORSELLINO VALERIA Professore Associato Univ. di PALERMO
OTHER PROFESSOR(S)	
CREDITS	
PROPAEDEUTICAL SUBJECTS	
MUTUALIZATION	
YEAR	
TERM (SEMESTER)	
ATTENDANCE	
EVALUATION	
TEACHER OFFICE HOURS	BORSELLINO VALERIA Monday 11:00 12:00 Dipartimento di Scienze Agrarie, Alimentari e Forestali, edificio 4, primo piano, studio 104. Altri giorni e altri orari per il ricevimento possono essere concordati con la docente Thursday 11:00 12:00 Dipartimento di Scienze Agrarie, Alimentari e Forestali, edificio 4, primo piano, studio 104. Altri giorni e altri orari per il ricevimento possono essere concordati con la docente

DOCENTE: Prof.ssa VALERIA BORSELLINO

PREREQUISITES	Principles of Microeconomics and Agricultural and farm economics
LEARNING OUTCOMES	<p>Knowledge and understanding Understanding the agribusiness company's life conditions and interpretation of the relevant socio-economic and managerial needs. Basic knowledge of main analysis methodologies on strategic and accounting of agrifood firm.</p> <p>Applying knowledge and understanding Interpretation of the relationship within firm, macroenvironment and microenvironment. Reading and interpreting a financial statement through the determination of the main financial ratio to judge awareness of effective strategic management. Ability to detect critical issues involving the reorientation of agrifood firms.</p> <p>Making judgments Being able to evaluate the implications and results of the application of government and management tools of an agribusiness enterprise as well as its performance. Ability to design management models for agrifood firms.</p> <p>Communication Ability to use the specific language of this very specialized discipline and report on topics studied and analysed by framing them in the current process of change which affects the agrifood industry in the European context. Ability to present the main concepts of business administration and the tools of business management. Being able to highlight the effects of the application of these tools on the business system. Ability to present the results of the agrifood firm's financial statements.</p> <p>Lifelong learning skills Updating through consultation with scientific publications in the economic and political fields. Ability to follow both second-level master and specialized seminars on agricultural and agri-food economics.</p>
ASSESSMENT METHODS	<p>The final assessment aims to evaluate whether the student has knowledge and understanding of the topics and if he has acquired interpretative competence and independence of judgment in concrete cases. Written test (even intermediate, optional, test for students attending classes) aimed at verifying whether the student has kept skills and disciplinary knowledge provided by the teaching (the test lasts about one hour); then short oral exam (1-3 questions) designed to verify, not only the knowledge acquired and the processing capacity but also the possessing of an adequate display capacity. The topics of the exam will be those covered during the course and indicated in the program. Students will be then led to reflect on main issues about the management of an agrifood firm. The exam is passed if the mark, expressed in thirtieths, is at least 18/30. The evaluation is determined on the basis of the following criteria: -The minimum mark (18/30) is given to those who demonstrate a basic understanding of the core content of the course. -A low evaluation (19-22 /30) is given to those who demonstrate an understanding of the disciplinary content, although with obvious gaps. -An intermediate evaluation (23-25 /30) is given to those who demonstrate an understanding of the disciplinary content, although with some gaps. -An average-high evaluation (26-29 / 30) is given to those who demonstrate an understanding of the disciplinary content with slight gaps. -A high rating (30-30 credits /30) is given to those who demonstrate a complete understanding of the disciplinary content and the autonomous ability to process them.</p> <p>Compensatory tools and dispensatory measures will be guaranteed by the Disability and Neurodiversity Center - University of Palermo (Ce.N.Dis.) to students with disabilities and neurodiversity, based on specific needs and in implementation of current legislation</p>
EDUCATIONAL OBJECTIVES	<p>The course aims to provide a basis of technical, specialized, managerial knowledge on the operation of the business in general, and in particular the agrifood, pointing to the understanding of the organizational and operational logic of agribusinesses through the qualification of a size of the enterprise system and the deepening of social dimension, organizational and institutional, financial economic and competitive structures. In particular, the latter is aimed at outlining the strategic orientation and the process of implementation of firm strategies.</p>
TEACHING METHODS	

	The teaching method provides traditional lectures, exercises, agri-food company visits, classroom discussions of case studies, and the presentation of management experiences by corporate witnesses selected on the basis of their experience and skills.
SUGGESTED BIBLIOGRAPHY	<p>Sciarelli, S. (2022). La gestione dell'impresa: tra teoria e pratica aziendale. Wolters Kluwer. 12a ed. ISBN 9788813380861</p> <p>Tunisini, A., Ferrucci, L., & Pencarelli, T. (2020). Economia e management delle imprese. Strategie e strumenti per la competitività e la gestione aziendale. Hoepli. 2a Ed. ISBN: 9788820398804</p> <p>Lipparini, A. (2007). Economia e gestione delle imprese. Il Mulino, Bologna. ISBN 978-88-15-09520-6</p> <p>Grant R.M., 2020, L'analisi strategica per le decisioni aziendali, Il Mulino. 6a ed. ISBN 978-88-15-28770-0</p> <p>Tieghi M. Gigli S., 2018. Introduzione alla contabilità e al bilancio di esercizio. 2a ed. ISBN 978-88-15-27872-2</p> <p>Altro materiale sarà fornito durante il corso.</p>

SYLLABUS

Hrs	Frontal teaching
1	Useful information. Objectives of the course, its organization and subdivision.
10	Elements of business administration: notion and types of enterprises. The enterprise as a socio-technical system. The enterprise as cognitive system. Corporate Social Responsibility. The concepts of micro/macro environment and market. General sub-systems of the environmental context. Relations with the microenvironment and the macro-environment. The different types of enterprises. The corporate people. Entrepreneur and Manager. Theory of Stakeholders. Roles and functions of the enterprise. Theories on the business purposes. The company as an efficient processing system.
8	The management operations. The production process cycles. The dynamics of values: financial and economic values of income and capital. The table of sources and uses. Financial statements. Analysis of business capital. The balance sheet. Income analysis. The income statement. The Italian format of the income statement. The balance sheet ratios.
17	Strategy and strategic management. The concept of strategy. Mission and vision. Defining the strategy. Definition of the business. The analysis of external factors. The enlarged competition model. Structure-conduct-performance paradigm. The analysis of the internal factors. Resources and expertise. Distinctive competencies. The value chain and the competitive advantage. Competitive strategies: cost advantage and differentiation advantage; strategic focus; swot analysis. The different approaches to the strategy. The development strategies, single-sector development, horizontal integration and vertical integration. Growth strategies: productive diversification and internationalization
6	The organizational function; General principles. Simple structure, Functional structure, Divisional structure. Holding company structure. Project structure. Matrix structure.
Hrs	Practice
8	Exercises to prepare for the written test with open-ended questions, multi-choice questions, true/false questions, test on Kahoot online platform with multi-choice questions, true/false questions, and Balance sheet analysis through main ratios
Hrs	Others
5	Presentation and discussion in classroom of management experiences by corporate witnesses (agrofood entrepreneurs) selected on the base of their experience and skills in the aim of providing a practical response to the topics discussed in class.
5	Visits to agrifood companies selected on the base of their entrepreneurial experience and skills