



# 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       | <p><b>BORSELLINO VALERIA</b></p> <p>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</p> <p>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</p> |

DOCENTE: Prof.ssa VALERIA BORSELLINO

|                               |   |
|-------------------------------|---|
| <b>PREREQUISITES</b>          | Principles of microeconomics and agricultural economics (agronomics)  |
| <b>LEARNING OUTCOMES</b>      | <p>Knowledge and understanding</p> <p>Understanding of the agribusiness company's life conditions and interpretation of the relevant socio-economic and managerial needs.</p> <p>Basic knowledge on main analysis methodologies on strategic and accounting of agrifood firm.</p> <p>Applying knowledge and understanding</p> <p>Interpretation of the relationship within firm, macro- environment and micro-environment.</p> <p>Reading and interpretation of a financial statement through the determination of the main financial ratio in order to judge aware for effective strategic management.</p> <p>Ability to detect critical issues involving the reorientation of agrifood firms.</p> <p>Making judgments</p> <p>Being able to evaluate implications and results of the application of government and management tools of an agribusiness enterprise as well as its performance.</p> <p>Ability to design management models for agrifood firms.</p> <p>Communication</p> <p>Ability to use the specific language of this very specialized discipline and reporting on topics studied and analysed by framing them in the current process of change which affects the agrifood industry in the European context.</p> <p>Ability to present the main concepts of business administration and the tools of business management.</p> <p>Being able to highlight the effects of the application of these tools on the business system.</p> <p>Ability to present the results of the agrifood firm financial statements.</p> <p>Lifelong learning skills</p> <p>Updating through consultation of scientific publications in economic and political field. Ability to follow both second level master and specialized seminars on the agricultural and agrifood economics.</p> |
| <b>ASSESSMENT METHODS</b>     | <p>Final assessment aims to evaluate whether the student has knowledge and understanding of the topics, if he has acquired interpretative competence and independence of judgment in concrete cases.</p> <p>Written test (even intermediate test for students attending classes) designed to verify whether the student has kept skills and disciplinary knowledge provided by the teaching (the test lasts about one hour); then short oral exam designed to verify, not only the knowledge acquired and the processing capacity, but also the possessing of an adequate display capacity.</p> <p>Written test includes 6 closed questions, 6 true / false questions, 3 open-ended questions. The score will be calculated as follows: +1 for each correct answer to closed questions; +2 for each correct answer to true / false questions; the score for each correct answer to open-ended questions is equal to a maximum of 4 points. Incorrect or no answer will be awarded a mark of 0.</p> <p>The assessment is expressed in thirtieths.</p> <p>The topics of the exams will be the issues supplied during the course and indicated in the program. Students will be then leaded to reflect on main issues about the management of an agrifood firm.</p>  |
| <b>EDUCATIONAL OBJECTIVES</b> | The aim of the course is 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 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.   |
| <b>TEACHING METHODS</b>       | The teaching method provides, in addition to traditional lectures (44 hours), exercises to prepare for the written test, agrifood companies visits, classroom discussion of case studies and the presentation of management experiences by corporate witnesses selected on the base of their experience and skills.   |
| <b>SUGGESTED BIBLIOGRAPHY</b> | <p>Torquati B., 2003, Economia e gestione dell'impresa agraria. Edagricole, Bologna</p> <p>Sciarelli S., 2008, Elementi di economia e gestione delle imprese, Cedam</p> <p>Barney Jay B., 2006, Risorse, competenze e vantaggi competitivi. Manuale di strategia aziendale, Carocci.</p> <p>Lipparini A. (a cura di). 2007, Economia e gestione delle imprese. Il Mulino.</p> <p>Grant Robert M., 2011, L'analisi strategica per le decisioni aziendali, Il Mulino</p> <p>Altro indicazioni necessarie saranno fornite durante il corso.</p>  |

## SYLLABUS

| Hrs | Frontal teaching                              |
|-----|---|
| 1   | Objectives of the course and its subdivision. |

## SYLLABUS

| Hrs | Frontal teaching  |
|-----|---|
| 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 micro-environment 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. The company structure. Institutional setting. Economic combinations. Asset configuration. Personnel configuration. Partial coordinations. Partial combinations. |
| 8   | The management operations.<br>The production process cycles.<br>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.   |
| 2   | Business plan   |
| 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.  |
| 4   | Presentation of management experiences by corporate witnesses selected on the base of their experience and skills in the aim of providing a practical response to the topics discussed in class.  |
| Hrs | Practice  |
| 6   | Exercises to prepare for the written test with open-ended questions, multi-choice questions, true / false questions.  |
| Hrs | Others  |
| 6   | Visits to agrifood companies selected on the base of their experience and skills: Cantina Abbazia Santa Anastasia, Fiasconaro srl, Gest srl (Monsu), Caffè Morettino  |