# MSc in Agricultural and Food Economics

# Academic Year 2022-2023

# Management Basics

## **Instructor: Francesco Maria CIANCI**

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## Dott. Francesco Maria Cianci will receive students on appointment after Management Basics lessons.

## 

# Period of classes: 1° year, 1° quarter

# Course codes: CFU 6; SSD SECS-P/07

# COURSE AIMS AND INTENDED LEARNING OUTCOMES

The main goal of the course is making students aware of the role played by firms in modern economic systems (also in comparison to other actors such as families, the State and the non-profit organizations) and provide them with the fundamental concepts required for the economic analysis of firms’ processes and structure, as well as the ability to use them in basic situations.

For this reason the lectures will introduce students to the main management functions, also describing the basic organizational structures and the tasks fulfilled by the main functions (administration & finance, marketing, sales, production, supply chain, R&D). The course will also introduce the basics of economic sustainability of business and the basic concepts and tools of business strategy.

Finally, the course will give to students the opportunity to acquire knowledge and critical understanding of the basic concepts of financial accounting and reporting: financial statements and their underlying principles.

# COURSE CONTENT

This course is concerned with the following contents:

* The economic activity: people, needs, consumption, production, markets.
* The nature and the goals of the firm.
* The general and the business environment and the different classes of stakeholders
* Basics of labour organization, organizational structure and management systems
* Firm's economic sustainability and stakeholders' expectations.
* Basics of business strategy: industry analysis; nature and sources of competitive advantage; different levels of strategy (corporate, business and functional strategy).
* Basics of accounting and company performance measures: the financial statements (income statement and balance sheet) as a tool for representing and analysing the economic sustainability.

##### READING LIST

Week 1

|  |  |
| --- | --- |
| date | *September 2022* |
| Title | **(L1) The nature of the firm** |
| Readings | G. Airoldi, *Organizations, families and economic specialization* |

Week 2

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| --- | --- |
| date | *October 2022* |
| Title | **(L2) Management and Economic Activity Introduction** |
| Readings | G. Airoldi, *Economic activities in organizations* |

Week 3

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| --- | --- |
| date | *October 2022* |
| Title | **(L3) Institutional structure design and corporate governance - part 1** |
| Readings | C.L. Bovée and J.V. Thill, *Forms of ownership*  T. Larcker and B. Tayan, *Introduction to* *corporate governance* |

Week 4

|  |  |
| --- | --- |
| date | *October 2022* |
| Title | **(L4) Institutional structure design and corporate governance - part 2** |
| Readings | T. Larcker and B. Tayan, *Introduction to* *corporate governance*  M.L. Mitchell, J.H. Mulherin and J.F. Weston, *Corporate governance and performance* |

Week 5

|  |  |
| --- | --- |
| date | *October 2022* |
| Title | **(L5) The structure of organizations – part 1** |
| Readings | R. Grant, *Organization structure and management systems*  H. Mintzberg, *The structuring of organizations* |

Week 6

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| --- | --- |
| date | *November 2022* |
| Title | **(L6) The structure of organizations -- part 2** |
| Readings | C.L. Bovée and J.V. Thill, *Organization and teamwork*  R. Grant, *Organization structure and management systems* |

Week 7

|  |  |
| --- | --- |
| date | *November 2022* |
| Title | **(L7) Strategic management and the competitive environment - part 1** |
| Readings | F. Antoldi, *A brief introduction to strategic management*  M.L. Mitchell, J.H. Mulherin and J.F. Weston, *Strategic processes* |

Week 8

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| --- | --- |
| date | *November 2022* |
| Title | **(L8) Strategic management and the competitive environment - part 2** |
| Readings | F. Antoldi, *A brief introduction to strategic management*  M.L. Mitchell, J.H. Mulherin and J.F. Weston, *Strategic processes* |

Week 9

|  |  |
| --- | --- |
| date | *November 2022* |
| Title | **(L9) New network forms, partnerships, M&As - part 1** |
| Readings | J. Child, *Outsourcing and offshoring*  J. Child, *Strategic alliances* |

Week 10

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| --- | --- |
| date | *December 2022* |
| Title | **(L10) New network forms, partnerships, M&As - part 2** |
| Readings | M.L. Mitchell, J.H. Mulherin and J.F. Weston, *The takeover process*  A. Roberts, W. Wallace and P. Moles, *Mergers and acquisitions* |

Week 11

|  |  |
| --- | --- |
| date | *December 2022* |
| Title | **(L11) Corporate social responsibility and business ethics** |
| Readings | C.L. Bovée and J.V. Thill, *Business ethics and corporate social responsibility*  D. Crowther and G. Aras, *Corporate social responsibility* |
| Class activity | Project work |

All the readings concerning the lectures (and the texts of case studies) are included in the collection *Management basics: Course Readings and Cases*, Academic Year 2019/2020. The appropriate readings for each lecture are listed in the following schedule, identified with the name of the author and the title of the chapter or article to read.

Instructor will provide all lesson slides.

Seminars on the contrary, have a specific programme, including related readings, which will be handed out in class.

##### TEACHING METHOD

Course activities consist of a series of lectures, seminars, case histories’ discussion, testimonials and one project work to be developed in small groups. Students are required to actively attend lectures, take part to discussions, when presented with case histories or examples of concrete situations, and prepare group assignments and delivery public presentations in class when scheduled.

#### ASSESSMENT METHOD AND CRITERIA

Assessment will take the form of a mix between: a) project work, in the form of formal team presentations, and active participation in class activities; b) a midterm individual exam, in form of multiple choice test and one open question; c) the final individual written exam, in form of three open questions.

#### NOTES AND PREREQUISITES

#### Due to the different study paths of the students, the first lessons will serve to understand the level of knowledge of the subject in order to standardize the classroom.

***Financial Accounting and Business Evaluation***

prof. Alice Francesca Sproviero

### **COURSE AIMS and intended learning outcomes**

The course aims to teach the purpose, the structure and the content of financial statements, as well as the techniques of financial statement analyses employed to interpret firm performance. It introduces also basic principles and approaches on business evaluation. All the topics covered will be supported by illustrative analysis and discussions of case studies.

At the end of the course, students will be able to:

* Know the aims and scope of financial reporting, with a focus on the content of the balance sheet, the income statement, and the cash flow statement;
* Identify the evaluation criteria to be applied to assets and liabilities, including biological assets;
* Understand how to carry out an in-depth analysis of firm performance in order to interpret its results under different perspectives and applying different techniques;
* Become familiar with basic principles and methods of business evaluation.

### **COURSE CONTENT**

|  |  |
| --- | --- |
|  | CFU |
| **Introduction to financial accounting**. The company and its activities. The role of accounting. Purposes and users. Regulation in accounting. | 1 |
| **Financial reporting**. Annual report “package”. Balance sheet. Income statement. Cash flow statement. Evaluation criteria. | 2 |
| **Financial statement analysis.** Purpose and tools. Reformulated reports. Profitability analysis. Liquidity analysis. Solvency analysis. Growth analysis. | 2 |
| **Business evaluation**. Business evaluation: aims and tools. Asset-based approaches Cash-flow-based approaches. Market-based approaches. Mixed-method UEC. | 1 |

***READING LIST***

P. Atrill-E. McLaney, *Financial Accounting for Decision Makers*, 9th Edition, Financial Times, Prentice Hall/Pearson, Harlow, 2019.

C.V. Petersen-T. Plenborg, *Financial statement analysis: valuation, credit analysis and executive compensation*, Financial Times, Prentice Hall/Pearson, Harlow, 2012.

J.M. wahlen-S.P. Baginski-M. T. Bradshaw, *Financial Reporting, Financial Statement Analysis and Valuation*, 8th Edition, South-Western Cengage Learning, Mason, 2014.

Further readings and case studies will be provided during the course.

***TEACHING METHOD***

The course adopts an integrated approach that combines theoretical and applicative lectures and discussion of case-studies. Students are required to develop group-work analyses on assigned case studies and present such analyses before the end of the course.

***ASSESSMENT METHOD And criteria***

Students will be assessed by an intermediate and a final exam.

The intermediate exam consists in group-work presentations concerning the financial statement analysis and business evaluation of a firm operating in the agribusiness industry.

The intermediate exam aims at assessing the capability acquired on performing and discussing a meaningful financial statement analysis, both at a technical and an interpretive level.

Presentations consists of 15-20 pages and are due towards the end of the course.

They will be discussed in classroom in 10-15 minutes per group and will provide students with maximum 4/31 points.

The final exam consists in a written individual exam on the whole program, structured into 3 parts:

* 5 multiple-choice or true/false questions;
* 3 semi-open questions; and
* 2 case analysis or numerical exercises.

The exam lasts 90 minutes and will provide students with maximum 27/31 points.

***Notes and prerequisites***

The course does not necessitate of particular prerequisites.

***OFFICE HOURs for students***

Professor Alice Francesca Sproviero is available to meet students via Microsoft Teams. Students may ask for a meeting by sending an email at [alicefrancesca.sproviero@unicatt.it](mailto:alicefrancesca.sproviero@unicatt.it).