



**Code: IEGE-01/A – ING-IND/35**

**Credits: 9**

**Course: Elements of Agri-food Sector Management**

**Main language of instruction: Italian**

**Other language of instruction: English**

### **Head instructor**

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### **Objectives**

The course provides a comprehensive understanding of business management in the food sector. It follows the project lifecycle, addressing organizational structures, creativity in ideation, and the strategic evaluation of project definitions. Key themes include leadership as a modern governance model, team management, and communication to optimize decision-making processes. The course emphasizes knowledge management and change management to ensure organizational continuity and adaptability. These principles are applied to the food industry, showcasing their effectiveness in enhancing competitiveness and achieving business success. Specifically, the course 'Elements of Agri-food Sector Management' has the following educational objectives:

- A comprehensive understanding of the principles of business management, with a specific focus on the agri-food industry;
- An understanding of how various aspects of business management can be employed as effective tools to improve performance at individual, group, and organizational levels;
- The development of skills to identify optimal business strategies and enhance marketing capabilities, with particular emphasis on the agri-food sector.

### **Course structure**

- Organizational Models
- Ideation – Creativity
- Definition – Planning
- Implementation – Organization
- Dissemination and Valorization of Results
- The Agri-Food Sector

## Competencies

### A. Knowledge and understanding:

The student will have developed a comprehensive understanding of the primary strategic levers that drive business success. This includes insights into organizational structures, leadership, creativity, knowledge management, and market dynamics, particularly within the agri-food sector. The knowledge gained will enable students to grasp the interplay between business operations and strategic planning, equipping them to address the challenges of modern industries.

### B. Applying knowledge and understanding:

The student will acquire practical skills to implement management concepts and techniques in real-world scenarios. They will be capable of identifying and applying appropriate tools for effective decision-making, resource allocation, and process optimization in businesses, with a specific focus on the unique demands of the food industry. This application of knowledge ensures that students can translate theoretical understanding into actionable strategies.

### C. Ability to Draw Conclusions:

The student will be capable of drawing solid and well-reasoned conclusions to support strategic and operational planning in the food industry context.

### D. Communication skills:

The student will be able to use correct and comprehensible technical language to clearly and unambiguously express the managerial knowledge acquired in the proposed topics.

### E. Learning skills:

By building a strong foundation in business management principles, the student will be prepared to pursue advanced studies and engage in lifelong learning. They will be equipped with the analytical and adaptive skills necessary to keep pace with the dynamic nature of industries, enabling them to continuously expand their knowledge and stay updated on emerging trends and methodologies in business management.

## Syllabus

### Subject 1 – Organizational Models

Topics covered: business organization; traditional organizational structures; innovative organizational structures.

### Subject 2 – Ideation – Creativity

Topics covered: creativity and its origins; creativity in innovation; creativity as a process and the creative puzzle; development and how to materialize an idea; individual, group, and organizational creativity; creativity tools; measuring creativity.

### Subject 3 – Definition – Planning

Topics covered: mission and objectives; Work Breakdown Structure/Responsibility Assignment Matrix; Network and GANTT diagrams; resource analysis; business plan.

### Subject 4 – Implementation – Organization

Topics covered: factors facilitating integration; organizational behaviors and the four dimensions (extrinsic, intrinsic, sociality, solidarity); equity and goal setting; teamwork and empowerment; leadership; vision.

### Subject 5 – Dissemination and Valorization of Results

Topics covered: communication and its components; verbal and non-verbal communication; Knowledge Management – SECI Model; change management – change in the organization and the individual – weak signals; changes in organizational climate and culture.

### Subject 6 – The Agri-Food Market

Topics covered: the agri-food market and its scenario; product lifecycle; demand and evolution of food consumption; marketing research and elements of the marketing mix; marketing management.

## **Evaluation system and criteria**

The examination consists of a written test. This includes:

- 2 open-ended questions (6 marks each for a total of 12 out of 30 marks).
- 8 numerical exercises or multiple-choice questions (3 marks each for numerical exercises and 2 marks each for multiple-choice questions for a total of 18 out of 30 marks).

In addition, three e-tivities, consisting of numerical problems, are compulsory. These need to be sent to the instructor in advance of the examination. E-tivity 1 'In-depth Study of a Chosen Topic' counts 2.5 marks and E-tivity 2 'Analysis of the Agri-Food Industry 4.0' counts 3 marks for a total of 5.5 out of 30 marks.

## **Bibliography and resources**

### *1. Materials to consult*

Lecture notes. Ask to the teacher by email to [nicolettamaria.stollo@unicusano.it](mailto:nicolettamaria.stollo@unicusano.it)

### *2. Recommended bibliography*

Suggested readings are:

- Wysocki, R. K. (2011). Effective project management: traditional, agile, extreme. John Wiley & Sons.
- Kotler, P., Burton, S., Deans, K., Brown, L., & Armstrong, G. (2015). Marketing. Pearson Higher Education AU.
- Mor, R. S., Kumar, D., & Singh, A. (Eds.). (2022). Agri-Food 4.0: Innovations, Challenges and Strategies. Emerald Publishing Limited.