

Curriculum

Semester 1

14 Credits	Analysis of the Environment (2)
	Agricultural Operations (2)
	Agro Risk Management (2)
	Future Agriculture (4)
	Strategic Admin. (3)
Preliminary Project (1)	

Semester 2

14 Credits	Finance for agro (3)
	CGV Agro Competitiveness (6)
	Innovation for Agro (2)
	Human Management (2)
	Degree Project (1)

Semester 3

12 Credits	International Agro Entrepreneurship (6)
	International Decisions (2)
	Commercial Agreements (2)
	Degree Project (2)

First integrative course

KNOWLEDGE	<p>Project Preparation (2)</p> <p>Project Management (2)</p>	<p>Understand the social, economic and environmental dimensions of agribusiness.</p> <p>Understand the basic fundamentals of agribusiness management.</p>	COMPETENCIES
	Future agribusiness		
OBJECTIVE	<p>Integration of the knowledge of the semester applied in a project. Development of applied research skills. Link with the dynamics of the new agriculture.</p>	<p>Challenge proposed by the research groups at EAFIT and Zamorano related to the agribusiness of the future.</p>	CASES

Second integrative course

KNOWLEDGE	<div style="background-color: #76b82a; color: white; padding: 5px; text-align: center;">Competitiveness and CGV (3)</div>	COMPETENCIES
	<div style="background-color: #76b82a; color: white; padding: 5px; text-align: center;">Logistics and DFI (3)</div>	
Competitiveness of the agricultural value chain		
OBJECTIVE	<p>Integration of the knowledge of the semester applied in a project. Experiential: Business visits in Honduras. Zamorano Experiences. Generation of networking among students.</p>	CASES
	<p>Challenge proposed by the Zamorano research groups in matters related to innovation in the value chain.</p>	

Third integrative course

KNOWLEDGE	<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">International Entrepreneurship (3)</div>	COMPETENCIES
	<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">International Marketing (2)</div>	
International agricultural entrepreneurship		
OBJECTIVE	<p>Integration of the knowledge of the semester applied in a project. Experiential: Business visits in Colombia. Generation of networking among students.</p>	CASES
	<p>International agro entrepreneurship challenge. Proposed by EAFIT research groups and/or EAFIT Innovation.</p>	

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DEGREE PROJECT I:

The degree project aims to strengthen and extend the experience of students' practical and theoretical knowledge through applied research. In this course, students prepare their preliminary degree project. The subject provides theories and academic instruments so that the students can identify and formulate a problem within the context of agribusiness, define and manage their work plan, and propose a methodology for the development of their degree project.

DEGREE PROJECT II

Based on the proposal delivered in the AGN601 subject, in the Degree Project II course, students advance with their research. They must carry out such tasks as collection of data for analysis and first steps of data treatment and analysis. During the quarter, students will receive feedback from advisors on the progress made and present a detailed report of the process of their degree project work.

DEGREE PROJECT III

In the Degree Project III course, the students must present a final written report, focusing on the analysis of the information collected. This analysis must clearly and coherently show the relationship between theory and findings, including conclusions and recommendations. The work done must be defended verbally before a committee. The purpose of the defense is to assess the students mastery of the topic developed, as well as their ability to communicate scientifically.

STRATEGIC MANAGEMENT

Considering that the strategy contributes to achieving the organizational goal and that this is reflected in the contribution made by the company through its products and/or services to customers and society, it is necessary to reflect on the principles and values that should guide the performance of administrators, in such a way that they

complement their power or decision-making capacity with the responsibility or measurement of consequences. To that end, one of the great challenges of the administrator is to harmonize the demand for short-term results with decision-making and the development of actions whose benefits can only be valued in the long term.

HUMAN MANAGEMENT

In today's world, the main responsibility of a business leader involves knowing, understanding and comprehending the nature of the human being and the main conceptual elements of human management and development. This course has been designed based on the critical importance of general intangible assets and of the human group in particular for the achievement of the great challenges in organizations. This is particularly important for agribusinesses due to the specific challenges presented by the training of a human group with the aim of making better use of the sector's technologies and obtaining the certifications that the markets demand.

AGRICULTURAL OPERATIONS

This course is designed to provide classic techniques for planning, organizing, producing, and controlling agricultural activities, which support the decision-making process from production to sale. The course combines theory of methods and strategies with practical applications focused on the profitable operation of a farm. Likewise, it includes economic principles of management and marketing, which help in decision making under different risk environments that are frequently faced in agriculture and with a value chain approach. The course provides the tools to carry out a business plan adjusted to the needs of each situation.

INTERNATIONAL LOGISTICS AND PHYSICAL DISTRIBUTION

This course explores the multifaceted nature of distribution channels, providing guidelines on how producers of goods and services should cultivate, execute, and manage their marketing strategies. They can achieve success by implementing the notion of channel management and applying its three main disciplines:

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map industry channels, create and update the channel value chain, and align and influence the channel value chain. By aligning and influencing the channel system, course participants discover the importance of aligning the network of providers and intermediaries to address customer needs, and how participating members should be rewarded for their efforts. Hard and soft power are analyzed as influential levers are discussed and students are also introduced to a four-step alignment process to program a high-performing channel system. This discipline also involves horizontal channel conflict management. The course closes with an e-commerce supplement, which analyses how the online channel capabilities have caused varying degrees of disruption among certain product categories. (Rangan, 2015)

MANAGEMENT DECISIONS

The intensification of global integration requires agribusiness to update, innovate and create competitive advantages in global markets. This creates a need for professionals with global management skills who understand the context of international business and know how to effectively run multinational corporations. The course seeks to strengthen students' international management skills to perform effectively in organizations, especially agroindustrial ones, taking advantage of existing opportunities and facing challenges as key elements for strategic decision making.

FINANCE

As agribusinesses internationalize, their directors must be able to assess the international environment, recognize opportunities, implement strategies, evaluate exposure to risk, and manage such risks. In addition, companies must analyze and understand how their domestic and foreign competitors will be affected by movements in exchange rates, international interest rates, labor costs, and inflation.

RISK MANAGEMENT

This course teaches classical risk analysis techniques in agriculture. Likewise, it provides a commensurate decision-making analysis for decisions involved in producing and marketing agricultural products. The course also provides a list of risks faced in agriculture and a range of tools applied to manage the risks correctly in different specific situations. The course combines theory and practical applications focused on risk management in agriculture. Furthermore, it includes economic, statistical and marketing principles, which help in decision-making under risk environments in agriculture. In addition, it provides the tools and skills required to prepare a business plan adjusted to the needs of each situation.

ECONOMIC ENVIRONMENT ANALYSIS

The dynamics of globalization are becoming ever increasingly more complex and involve the interaction of all processes, including economic, political, social, etc. The course offers elements of analysis to understand why the recent economic growth of the emerging economies (especially the economies of East Asia) has led to a significant increase in the demand for food globally. This increase in demand has had a direct impact on product prices and availability. Furthermore, despite the reduction of tariffs achieved within the framework of the World Trade Organization, agricultural products are still among the most heavily taxed, being considered in many cases a fundamental part of the food security strategy of the countries. Likewise, the trade of agricultural products has also seen an increase in non-tariff barriers, especially the establishment of increasingly stricter sanitary and phytosanitary measures and the demand for international certifications.

COMPETITIVENESS AND VALUE CHAINS

The course is focused on establishing the terminology to describe the types of supply chains, as well as on teaching effective decision-making and management. The students will be able to compare two supply chain designs that are physically efficient, sensitive to the market and determined by the product's market characteristics and yield requirements.

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The course describes the elements of supply chain design and how different contexts can result in the creation of different supply chain footprints. It also explores sources of supply chain risk and methods to mitigate such. Major topics covered include teaching “read and react,” buyback prices, local production vs. foreign production, holding costs for local production vs. foreign production and when to produce in a foreign place (Gaur, 2014).

PROJECT PREPARATION

Formulate and evaluate the feasibility of investment projects by applying the Logical Framework and UNIDO methodologies.

At the end of the course, students will have acquired the necessary skills and abilities to prepare and evaluate investment projects, while making efficient use of scarce resources.

PROJECT MANAGEMENT

Before starting the project execution stage, it is necessary to dedicate enough time for the preparation of a plan that demonstrates how the tasks will be carried out within the assigned program and budget. Likewise, students must periodically supervise the real progress and identify deviations from the initial plan in order to take the necessary corrective actions and achieve the project goal in terms of time, cost and quality.

INNOVATION MANAGEMENT FOR AGRO

Taking into account the current environment, companies cannot compete sustainably in the global environment based on short-term strategies that respond reactively to changes in the environment. To achieve a competitive advantage, organizations need to work systemically on three specific fronts: Innovation (new product development), Intrapreneurship (development of new businesses within a company) and the development of an innovative organizational culture. In addition, it is necessary that they understand what is required to

innovate in an existing Business Model in order to be competitive in the market in which they want to enter.

AGRICULTURAL ENTREPRENEURSHIP

Taking into account the current environment, companies cannot compete sustainably in the global environment based on short-term strategies that respond reactively to changes in the environment. To achieve a competitive advantage, potential entrepreneurs need to understand what is required to create a Business Model that is competitive in the market they want to enter. In addition, an entrepreneurial culture must be developed to achieve this task.

MARKETING

The interdependence of international markets fosters great opportunities for the internationalization of agribusiness, while exposing it to various challenges linked to tough international competition. The design of an international marketing plan is a key tool for the identification of international opportunities, as well as the selection of a target market for agricultural and agroindustrial products.

COMMERCIAL AGREEMENTS

The international trade of agricultural products offers great market opportunities for producers in Latin America and the Caribbean, however, being able to take advantage of these opportunities requires knowledge about trade agreements as an instrument to overcome the tariff and non-tariff barriers faced by the products of the sector. This is particularly important given that agribusiness is one of the industries that faces the greatest obstacles to foreign trade, but at the same time, one of those with the greatest potential given global demographic trends. The objective of this course is to provide students with knowledge about the commercial policy instruments established in the different countries, both in the tariff and non-tariff fields, so that, as agribusiness entrepreneurs, they can design strategies that enable them to take advantage of the benefits offered by the trade agreements negotiated by the countries.



Master's in Agribusiness

CONSTANT ADVICE

Zamorano:

Adriana Rojas
Email: arojas@zamorano.edu
Cell phone: (504) 9439-0449

EAFIT:

Marcela Fernández
Email: imfernandm@eafit.edu.co
Cell phone: +57 310 2273379