

MBA IN AGRIBUSINESS

course description

second half of 2021

MBAUSP
ESALQ

MARKET MODULE

Cotton Agribusiness

World panorama. Agronomic characterization. Commercial use. International market. Price formation. Determining factors for price evolution and seasonality. Brazilian cotton farming. Organization of the agro-industrial chain. Production costs. New technologies, challenges, and opportunities.

Cattle Agribusiness

Evolution of meat production in Brazil. Production systems. Internal and external market. Beef agro-industrial complex. Market analysis. The Brazilian industry and its indicators. Confinements in Brazil. Perspectives, challenges, and opportunities.

Citriculture Agribusiness

Importance of Brazilian Citrus Agribusiness Production system. Characteristics of the citrus market. Phytosanitary challenges. World context and situation of the main producers. Economic sustainability and risks of citrus agribusiness. Perspectives, challenges, and opportunities.

Soybean Agribusiness

Technical: Climate requirements. Agricultural zoning. Soil management. Production system. Cultivar. Biological nitrogen fixation. Crop Installation. Integrated Pest, Disease and Weed Management (IPM). Harvest and post-harvest.

Market: World and Brazil. Agricultural soybean calendar in the main producing countries. World trade in soybean oil and meal. Soy Agro-industrial System (SAG). Regional competitiveness. Soybean price formation in Brazil. Determining factors for evolution and seasonality of sugar prices. Perspectives, challenges, and opportunities.

Climate and Agribusiness

Agricultural productivity and its interaction with the environment Agrometeorology as an agricultural management tool. Importance of the agrometeorological information. Agrometeorological monitoring system: formation of a monitoring and decision matrix.

Law applied to agribusiness

Business law. Labor law. Agrarian law. General aspects of environmental law: New Forest Code; Permanent Preservation Area (APP); Legal Reserve (RL); Rural Environmental Registration (CAR).

Economy and Agribusiness

Gross domestic product (GDP) and its way of being measured. Evolution of the Brazilian economy. Importance of cattle and agribusiness in the Brazilian economy. Macroeconomic policy instruments: fiscal policy; monetary policy; exchange policy; income policy; and commercial policy. Inflation in Brazil.

People Management

The role of the People Management. Competency management. Recruitment and selection. People training needs assessment, training programs, performance, and results evaluation Sources of resistance to change. Performance evaluation and feedback. Behavioral aspects: leadership, motivation, and teams.

Leadership

Leadership styles and the impacts for the teams. The role of the leader in the formation and development of a high-performance team. The complexities that involve the art of leading. Leader Coach.

Marketing in Agribusiness

Central concepts and market orientation. The 4Ps. Information and Marketing Research System. Macro and microenvironment. Consumer behavior. Segmentation and Positioning. Relationship marketing. Strategic marketing. Decisions on products and services. Decisions on prices and distribution channels. Decisions on communication and sales.

Digital Marketing in Agribusiness

Digital presence of brands and strategic goals of digital marketing. Digital marketing differentials: content marketing; social media marketing; viral marketing; mobile marketing; online search; online advertising; new technologies; safety, ethical and legal aspects. Main channels and Digital Marketing strategies. Monitoring and measurement. Examples and digital marketing applications in Brazilian agribusiness.

Strategic Planning and Agribusiness Management

Mission, vision, values, and alignment of people according to a strategy. External and internal environment analysis. Critical success factors and capacity to maintain a competitive advantage. SWOT analysis. Definition of the strategy. Growth strategies. Strategic Planning Steps. Balanced Score Card (BSC).

Brazilian Agricultural Policy

The rural credit policy. Minimum Price Guarantee Policy (PGPM). The agricultural insurance policy. The agricultural research policy and extension. Specific policies for certain products and inputs. The regulation policy of the use of forest resources and policy of encouraging reforestation.

Agro-industrial Systems

Agro-industrial System (SAG): model of a Agro-industrial System (SAG), levels of analysis and vision of the organization network; Sub Strictly Coordinated Agro-industrial System; Business Network; vertical, horizontal coordination and collective actions. Creation and Capture of Value in Networks: value along the production chain; network environment; how value is created and captured; and value capture tools. Trends within the systemic vision.

Taxation in Agribusiness

The fiscal policy. Public revenue sources. Peculiarities of the tax system. The Tax Exemption and Tax Incentives Mechanisms. Main taxes imposed in the agribusiness companies: Rural Land Tax (ITR); Contribution to the Rural Worker Assistance Fund (FUNRURAL); Individual Income Tax (IRPF); Corporate Income Tax (IRPJ); and other taxes.

Module bibliography

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BARBOSA, Fábio Alvim et al. Cenários para a pecuária de corte amazônica. 1 ed. Belo Horizonte: Editora IGC/UFMG, 2015. 146 p.

BELIK, Walter. O Financiamento da Agropecuária Brasileira no Período Recente. Texto para discussão 2028. Brasília: Instituto de Pesquisa Econômica – Ipea, 2015. 57 p.

BESANKO, David A. et al. A economia da estratégia. 5. ed. Porto Alegre: Bookman, 2013.

BITENCOURT, Claudia. Gestão contemporânea de pessoas: novas práticas, conceitos tradicionais. 2. ed. Porto Alegre: Bookman, 2011.

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TECHNICAL MODULE

Digital Agriculture

Definition of Digital Agriculture (or Agriculture 4.0). Main benefits of the Digital Agriculture. Challenges for the adoption of the Digital Agriculture. Big Data and decision making. Internet of Things in Agribusiness. Management and remote monitoring of the harvest.

Poultry Agribusiness

Production system. Flow chart of the production chain. Evolution of the chicken meat production in Brazil. National production. International market. Price formation. Costs and inputs. Laying poultry. Perspectives, challenges and opportunities.

Coffee Agribusiness

Geographic distribution, production systems, and stages of the crop. Crop Management. Varieties. Technologies. Quality evaluation. Characteristics of the coffee agro-industrial complex. Internal and external coffee market. Price formation. Costs and inputs. Commercialization. New trends and challenges.

Milk Agribusiness

Dairy Cattle farming in the world and in Brazil. Production systems. The milk agro-industrial system. Dairy Agroindustry in Brazil. Internal and external market. Price formation. Evolution and price seasonality. Regional competitiveness.

Corn Agribusiness

Technical: Corn Production System. Agricultural zoning. Soil management. Soil Fertility and fertilization. Cultivar. Planting. Integrated Pest, Disease and Weed Management (IPM). Harvest and post-harvest. Conventional planting and off-season.

Market: Area distribution, production and productivity of the main corn producing regions in Brazil. Agricultural corn calendar in the main producing countries. Production and consumption. Corn Agro-industrial System (SAG). International competitiveness. Regional competitiveness. Corn price formation in Brazil. Perspectives, challenges, and opportunities.

Aquaculture

Consumption and production of animal protein in the world. International fish market. Internal market. Fish Agro-industrial System (SAG). Fish Aquaculture. Aquaculture production systems. Investments. Production costs. Feed sector. Lines and credit programs for investment and cost of aquaculture activities. Perspectives, challenges, and opportunities.

Hog raising Agribusiness

Evolution of pork production in Brazil. Pork production systems. Production structure. Characteristics of the main breeds. National production. Internal market. International market. Formation and seasonality of prices. Costs and inputs. Perspectives, challenges, and opportunities.

International Agribusiness Trade

International trade system. Brazilian and world international trade statistics. Commercial balance. The Multilateral Trade System (OMC/GATT) and the economic integration. Multilateral bodies. Globalization, mega markets, and international finance. Business internationalization strategies. Operationalization of the Brazilian foreign trade. Commercial policy elements. Commercial defense.

Accounting in Agribusiness

The accounting as a base of the information. National tax system. Financial Demonstrations: Equity balance; Exercise Result Statement- DRE. Financial Statements Analysis: vertical analysis; horizontal analysis; indices.

Agribusiness Cooperativism

Cooperativism principles. Management of the cooperative organizations. Legislation related to cooperativism. Cooperation economy. Examples in Brazil and in other countries. Strategies and new pathways for cooperativism.

Agricultural derivatives

Future markets: stock exchange functions; market participants; future contracts; daily adjustments; guarantee margin; base and risk; sale hedge; purchase hedge. Options on future. Operating in B3 and in the CME. Future and Options Applications.

Agribusiness Financing

I - Rural credit operations. Resource sources. Credits to Agricultural Production Cooperatives. National Rural Producer Support Program (Pronamp). National Family Agriculture Strengthening Program (Pronaf). Programs with BNDES.

II - Rural Product Note (CPR). Agricultural Deposit Certificate (CDA) and Agricultural Warrant (WA). Agribusiness Certificate of Credit Rights (CDCA). Agribusiness Letters of Credit (LCA). Agribusiness Receivables Certificates (CRA). Structured Finance.

Sale Management in Agribusiness.

The Agribusiness Customer. Sales process. Important factors. Sales management: sales force structure; territory design; sales specialization; determination of quotas; and remuneration policy.

Logistic in Agribusiness

Peculiarities of the agro-industrial logistics. Analysis of the logistics compensations (trade-offs). Economies of scale and scope. Logistics organization. Flow management system planning. Methods for performance control. Models of transport in Brazil. Transport Matrix of Brazil. Main difficulties of the logistics infrastructure in Brazil.

Trading Practices

Formation of the future price. Operations (forward and future). Foreign Exchange Hedge Operations. Introduction to the premium pricing models. Structured operations with options: High Spread with purchase options (Call Bull Spread); Low Spread with sale options (Put Bear Spread); Purchase of Straddle (Long Straddle); Purchase of Strangle (Long Strangle); Collar.

Rural Insurance

Risk Sources in Agriculture. Integrated Risk Management. Rural Insurance Premium Subsidy Program (PSR). Rural insurance numbers in Brazil. Types of Insurance: Agricultural cost insurance; Agricultural productivity insurance; Billing or revenue insurance; Livestock insurance. Examples of operations. Agricultural Activity Guarantee Program (Proagro). Season Guarantee (GS). Trends for the Rural Insurance.

Fruit and Vegetables Sector

The strategic importance of the Legume and Vegetables Fruit sector (FLV). Production in Brazil. Areas occupied by the main cultures. Productivity of the main cultures. Crop management. Input Industry. Composition of the production cost of the main cultures. Per capita consumption of fruits and vegetables. Exports and imports of the sector. Perspectives, challenges, and opportunities.

Sustainability in Agribusiness

Sustainable development. Environmental legislation. Environmental management. Sustainability Report. Environmental certification. Environmental due diligence. Granting of use and capture of water resources.

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SOUZA, José Manuel Meireles de. Gestão do comércio exterior: exportação; importação. São Paulo: Saraiva, 2010.

VALLE, Caio Almeida. Inteligência emocional: aprenda a se comunicar e controle melhor suas emoções. 2016. E-book.

FINANCIAL AND MANAGEMENT MODULE

Precision Agriculture

History of precision agriculture. Characterization of precision agriculture. Main tools used in precision agriculture. Main companies that act in the sector. Support systems for decision. Modeling applied to precision agriculture. Economic analysis of the localized application systems of inputs. Future perspectives in the segment.

Forest Agribusiness

Forest sector. Characterization of the products. Markets of the different products. Planting systems: technical and financial evaluation. Forest implantation. Production cycles. Forest production management and certification. Perspectives, challenges, and opportunities.

Big Data and Market Intelligence

Introduction to Big Data and Data Science: how to scale data; the Big Data Vs; main technologies applied to Big Data; cloud technologies, systems, hardware, and software. Big Data Analysis: Analytics tools and their Big Data applications. Machine Learning (ML) and its relationship with the Big Data. Introduction to Data Visualization. Privacy and Governance in Big Data. Pillars of IM. Knowledge management. Market research for IM.

Biotechnology

Genetics and agricultural production Principles of agricultural biotechnology Genetic improvement and genetic transformation (transgenics). Regulation of biotechnology Adoption of biotechnology in the world and in Brazil Socio-environmental impacts of the adoption of biotechnology. Challenges and opportunities.

Financial Calculations

Base considerations. Cash flow diagram. Operations of a single period. Capitalization Schemes. Simple Interest. Compound interest. Compound discount. Payment Series. Loan Amortization Systems

Statistics Applied to Agribusiness

Descriptive data analysis. Frequency distribution. Trend measures. Probability. Discrete probability distribution. Mathematical expectation, variance, coefficient of variation, covariance, and correlation. Probability density function. Normal distribution. Cases applied to agribusiness.

Business Ethics

Concepts, contexts, and ethical dilemmas. Conflict between ethics and business decisions. Ethical theories. Integrity versus Opportunism. The moral vision of ethics in the business environment. Ethics as a social cohesion factor. Business ethics and social responsibility. Challenges of the ethical behavior.

Cost Management in Agribusiness

Cost and profit concepts and terminologies. Methodology and data structure for cost and profit calculation. Classification of costs and expenses. Cost methods. Contribution margin and balance point. Price formation: costs, expenses, Income Tax (IR) and formation of the sale price. The markup.

Financial Management in Agribusiness

Financial adequacy of monetary values. Economic evaluation of projects. Financial viability indicators. Application of the economic evaluation methods in an agribusiness project. Risk and uncertainty. Strategic Risk Management Risk management models. Tools to support decision analysis and risk management.

Corporate Governance and Compliance

Evolution of the Corporate Governance in Brazil and trends. Importance, concepts, central issues, and corporate governance tools. Governance structures. Agreements and rules. Applying the corporate governance in different types of organizations. Themes of a family protocol. Board of administration and family council.

Family holding and Asset Management

Business advantages of the Holding Society. Pure holding and mixed Holding. Real Estate Holding or Equity Holding. Family holding. Corporate types. The incidence of the Taxed Transmission of Inter-Living Real Estate (ITBI). Taxation on inheritances and donations. Usufruct Reserve. Restrictive clauses. Contract/Bylaws and Partners Agreement. Income tax on the disposal of rural property Tax strategies and succession planning.

Negotiation

Interpersonal communication. Communication Barriers. Emotional aspects in the negotiations. Negotiation styles. Negotiator skills. Positions exercised by buyers and sellers in the negotiation process. The planning for the negotiation. Tools for Planning. Stages of the negotiation process.

Pesticides Sector

Importance of the agricultural pesticides. Characteristics of the agricultural pesticides and regulatory environment. Development of a new agricultural pesticides. Sector organization. World and national market.

Education. Socio-environmental responsibility. Job and income generation. Main challenges and perspectives of the sector.

Fertilizer Sector

Overview of the world and national fertilizer industry. Fertilizer market. Legislation applied to fertilizers and correctives in Brazil. Nitrogen, phosphate, potassium, with sulfur and micronutrients: main fertilizers; production routes; main deposits in Brazil; investments; production capacity; and consumption. Physical properties of the fertilizers. Fertilizer sampling. Correctives and conditioners.

Sugar-energy sector

Technical aspects of sugarcane production. Overview of the sugar-energy sector in the world and in Brazil. Industry-supplier relationship. Ethanol market. Formation of the ethanol price in Brazil. Sugar market. Sugar price formation. Determining factors for evolution and seasonality of sugar prices. Technical coefficients and production costs of sugarcane, sugar, and ethanol in Brazil. Price indices of the sugar-alcohol sector. Perspectives, challenges, and opportunities.

Module bibliography

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