Graduate Certificate of Agribusiness

Graduate Diploma of Agribusiness

Master of Agribusiness

Postgraduate Course

HANDBOOK

2019

TABLE OF CONTENTS

Introduction 2

Postgraduate Educational Objectives 2

Career Progression 2

Important Dates for 2019 3

Entry Requirements 4

Acceptance into the program 4

Advanced Standing (AS) 4

Recognition of Prior Learning (RPL). 5

Fees 5

Tuition Fees 5
Fee-HELP 5
Facility Fees 5

The Program Structure 6

Table 2: Course duration 6
Table 3a: Course structure for enrolments into courses prior to 2019 6
Table 3b: Course structure from 2019 8

Unit Selection 9

Sequencing of units 9
Specialisations 9
Table 5: Specialisations or themes 10
Withdrawing from a unit 10
Table 6: Unit Withdrawal and Fee and Grade penalties 10

Unit descriptions (in alphabetical order) 11

ABM 803 Agribusiness Marketing (AQF8) 11
AFA 801 Agribusiness Financial Analysis (AQF8) 12
ARM903 Agribusiness Risk Management (AQF9) 13
ASA801 Agribusiness Systems Analysis (AQF8) 14
CMI902 Contemporary Managerial Issues in Agribusiness (AQF9) 15
DNV902 Developing the New Venture (AQF9) 16
IAB903 International Agribusiness (AQF9) 17
LDP905 Leadership (AQF9) 19
REC901 The Rural Entrepreneur in Context (AQF9) 20
SGA904 Case Studies in Global Agribusiness (AQF9) 22
SMA802 Strategic Management for Agribusiness (AQF8) 23
SML904 Strategic Human Resource Management (AQF9) 24
TLR904 Thought Leadership through Inquiry – Proposal Development (AQF9) 25
TLR905 Thought Leadership through Inquiry – Project Investigation (AQF9) 26
TLR906 Research Project (AQF9) 27

Introduction

The Marcus Oldham College postgraduate program has been designed for people wanting to enhance their career prospects in agribusiness. With an emphasis on management and critical thinking, the program is designed to:

- build on professional experience,
- develop high-level analytical skills
- broaden understanding of the agribusiness sector.

We have built the program for those who want to lead in agriculture-related industries in either government or corporate roles. This might include managers of food and fibre production, logistics, commodity trading, banking and finance, property, government regulation, food processing, rural research and development and so forth.

The Master of Agribusiness is less about developing practical skills and instead emphasises business development and management, entrepreneurship and leadership. Our student cohort includes professionals who are managers in superannuation, global accounting, banking, commodities trading, pastoral companies, real estate, rural valuation, among other sectors.

Postgraduate Educational Objectives

The College mission is to advance agriculture through innovative educational programs in Farm, Agribusiness and Equine Business Management and to prepare motivated progressive professionals who will excel in the national and global environment.

The following objectives guide the development and deployment of all Marcus Oldham College educational programs to achieve this mission:

- to develop industry leaders who embrace change, demonstrate ethical standards and business best practice;
- to provide an innovative and quality teaching and learning environment that values individual difference and critical enquiry, underpinned by community and industry standards;
- to enhance our position as a premier provider of applied business education in rural and equine studies, informed by scholarly activity and industry relations and driven by continual improvement;
- to cultivate a spirit of empathy and engagement with the community that will enhance each student's personal development;
- to provide a safe and caring collegiate community and an approachable and responsive learning environment that accommodates individual differences;
- to foster an open mind along with progressive thinking and to encourage lifelong learning as a pathway to personal growth.

Career Progression

Australian agriculture employs approximately 270,000 people which produce enough food to feed about 61 million people. Australian farmers export about 60% of what they produce which is valued at more than $48 billion per annum. The agribusiness sector has a rapidly increasing requirement for professionals who are not only capable of generating success within their industries but are also equipped with the creativity, expertise and thought leadership to drive agribusiness growth into the rest of this century.

Graduates of the postgraduate program are highly sought after in:

- Commodity trading
- Corporate agriculture
- Food processing and logistics
- International market development
- Finance industry
- Advisory services to agriculture
- Equity markets
- Business development units of multi-national companies
- Export and trade organisations
- Agri-policy/politics

Important Dates for 2019

Table 1: Important dates for 2019

		Deadline for enrolment/change of subject selection	Invoices raised for Trimester Enrolments on:	Census Date
Trimester 1	Tuesday 12 March – Friday 7 June	25 January	4 February	Friday 5 April
Degree & Postgraduate Intra Break	Monday 15 April – Friday 26 April			
Trimester 2	Monday 8 July – Friday 27 September	31 May	10 June	Friday 2 August
Trimester 3	Monday 4 November – Friday 24 January 2010	28 September	7 October	Friday 29 November
Compulsory Residential for Rural Leadership Program LDP905	Sunday 7 July - Friday 12 July			
Compulsory Residential for Agribusiness Risk Management ARM903	Monday 30 September – Thursday 3 October			
Graduation	6 December 2019			

Entry Requirements

To gain entry to the postgraduate program candidates need to have all or combinations of the following qualifications and professional background:

- Have completed a tertiary level qualification (e.g. Advanced Diploma or Associate Degree) in agriculture, agribusiness or a related discipline;

OR

- Have completed a three-year degree in any discipline

OR

- Have a portfolio of professional development courses and significant experience in agriculture, agribusiness, business or a related industry that will demonstrate your capacity to complete the program.

To gain entry you will be asked to provide documentation to support your case. That documentation will be used to assess your eligibility for

- acceptance to the program
- Advanced Standing (AS)and
- Recognition of Prior Learning (RPL).

Acceptance into the program

Students are required to indicate the qualification (Graduate Certificate, Graduate Diploma or Masters) they are seeking to first enrol into at the time of their application. Students may be denied admission to the program if their portfolio is insufficient to indicate they have a reasonable chance of completing the course they have applied for. In some instances, a student might be granted entry into a course lower than the level they have applied for on a probationary basis. On satisfactory completion of their entry level program they are then eligible to apply for progression to the higher order qualifications. That is, a student granted admission into the Graduate Certificate is eligible on completion of the Certificate to progress to the Graduate Diploma and a student who has complete the Graduate Diploma is eligible to progress to the Masters.

Advanced Standing (AS)

Candidates with appropriate credentialed qualifications may be eligible for advanced standing (AS) towards units in the Program. Advanced standing will be awarded based on equivalent credentialed learning. That is, for formal study at an equivalent level. It will be awarded as:

- Specified credit will be awarded for a unit in the Marcus Oldham Postgraduate Program if there is an exact match between previous credentialed study and a unit in the College's program
- Unspecified credit will be awarded for credentialed study relevant to the Marcus program but does not match the content on any specific Marcus Postgraduate unit.

To obtain advanced standing a student will be required to submit unit descriptions of the units from other institutions he or she is requesting recognition for and their grades in those units.

Recognition of Prior Learning (RPL).

Those with significant relevant industry experience and associated learning outcomes may be eligible for Recognition of Prior Learning (RPL). To obtain Recognition of Prior learning a student will be required to submit a portfolio of evidence that demonstrates achievement of a level of competence and knowledge that would warrant exemption from one or possibly more units in the Marcus program. This evidence could include appropriate work experience, short course attendance, credentialed learning and other forms of evidence that may be appropriate. It is unlikely that RPL will be granted for a specific unit but a student may receive RPL that would allow them to receive exemption from one or more unspecified unit of study. For example, a student enrolled in the Graduate Certificate may be granted RPL for the equivalent of one unit and hence be required to complete three rather than four units to be awarded the Graduate Certificate. He or she will have to complete the two core units and one other.

Fees

Tuition Fees

All fees and charges are levied by and payable to Marcus Oldham College. The fee is $3080 (GST exempt) per unit for all units except *Leadership* (LDP905). LDP905 has a fully catered on-campus workshop and series of guest speakers, and the fee for LDP905 in 2019 is $4080.

Fee-HELP

The tuition fees can be put onto Fee-HELP if so desired. Further information on this form of funding is available from the Finance Officer, Cathy Bent, bent@marcusoldham.vic.edu.au (03 5247 2905) or at the www.studyassist.gov.au website. Students who wish to place the tuition fees onto Fee-HELP should indicate this when applying for units.

- Fee-HELP needs to be applied for at the start of each Trimester.
- Fee-HELP forms must be obtained from the Finance Officer (Cathy Bent) completed and returned by the date nominated on the form.

Facility Fees

Units delivered by intensive on-campus workshops attract at least a $100 facility fee. The fee is designed to cover some of the on campus operating cost i.e. meals, of the on-campus facilities. The fee does not cover any accommodation costs.

The facility fee cannot be transferred to Fee-HELP and is payable directly to the College.

Note: Accommodation is only available on campus at certain times of the year. Students wishing to stay on Campus must make arrangements with the Student Services Officer, Cathy Bell at:

Email cbell@marcusoldham.vic.edu.au
Direct line 03 5247 2911

A charge is levied at the same weekly rate as that for full-time on campus students. Student services can advise you of the rate.

The Program Structure

The postgraduate program is offered online with study guides, text books, tutorial support, library access, administrative assistance and student discussion/chat groups. Students can design a tailored study plan which can include a combination of part-time and full-time study and the flexibility to choose the order in which units are studied. Units are delivered over twelve-week trimesters with approximately 10 hours per week study time expected for each unit.

Full-time study is equivalent to 4 units at 40 hours study time per week. Part time is anything less than this but for the purpose of Table 2 below it is two units per trimester or half time. There are three trimesters each year. The first and second trimesters have the most comprehensive sets of units on offer. The third (summer) trimester has a limited number of units on offer.

Table 2: Course duration

Postgraduate course	Units	Half time[a]	Full time
Graduate Certificate of Agribusiness	4	2 trimesters	1 trimester
Graduate Diploma of Agribusiness	8	4 trimesters	2 trimesters
Master of Agribusiness	12	6 trimesters	3 trimesters

[a] Students may choose to complete their course of study at a pace less than half time

Students are free to select their own program of study and the level that they wish to progress to (Graduate Certificate, Graduate Diploma and Master). However, all students must complete the core units dependant on the year of entry to the course. The list of core, elective and prerequisite units are shown in Tables 3.

Table 3a: Course structure for enrolments into courses prior to 2019

(note some administrative subject code changes from previous years)

Unit code	Unit Title	Prerequisites and course sequence	2019 Timing
CORE UNITS FOR ALL COURSES			
CMI902	Contemporary Managerial Issues in Agriculture and Agribusiness – Australian Perspective	Students are expected to complete these two units as soon as possible in their program	Offered in Trimesters 2 and 3
ASA801	Agribusiness Systems Analysis		Offered in Trimesters 1 and 2
CORE UNITS FOR MASTERS ONLY: STUDENTS MUST COMPLETE TLR504 AND TLR505 IN THE LAST TRIMESTERS OF STUDY			
TLR904	Thought Leadership through Inquiry – Proposal Development	Prerequisite for Thought Leadership through Inquiry – proposal Investigation (TLR505)	Offered in Trimesters 1 and 2
TLR905	Thought Leadership through Inquiry – proposal Investigation	Thought Leadership through Inquiry – Proposal Development (TLR504) is a prerequisite for this unit	Offered in Trimesters 1, 2 and 3

ELECTIVE UNITS FOR ALL COURSES
(CHOOSE 2 ELECTIVES AT GRADUATE CERTIFICATE LEVEL, CHOOSE 6 ELECTIVES AT GRADUATE DIPLOMA AND CHOOSE 8 ELECTIVES IN TOTAL TO COMPLETE MASTER OF AGRIBUSINESS)

ABM803	Agribusiness Marketing	Elective	Offered in Trimesters 1 and 3
AFA801	Agribusiness Financial Analysis	Prerequisite unit for Agribusiness Risk Management in (ARM503)	Offered in Trimesters 1 and 2
ARM903	Agribusiness Risk Management	AFA601 Agribusiness Financial Analysis is a prerequisite for this unit This unit has a compulsory on campus workshop in addition to the online learning component	Offered in Trimester 2
DNV902	Developing the New Venture	REC701 The Rural Entrepreneur in Context is a prerequisite for this unit	Offered in Trimesters 1 and 3
IAB903	International Agribusiness	Elective	Offered in Trimesters 1 and 3
LDP905	Leadership	This unit has a compulsory on campus workshop in addition to the online learning component	Offered in Trimester 2
REC901	The Rural Entrepreneur in Context	Prerequisite unit to Developing a New venture (DNV702)	Offered in Trimesters 2 and 3
SGA904	Case Studies in Global Agribusiness	Elective	Offered in Trimesters 2 and 3
SMA802	Strategic Management for Agribusiness	Elective	Offered in Trimesters 2 and 3
SML904	Strategic Human Resource Management	Elective	Offered in Trimesters 1 and 2

Table 3b: Course structure from 2019

Unit code	Unit Title	Prerequisites and course sequence	2019 Timing
CORE UNITS FOR ALL COURSES			
ABM803	Agribusiness Marketing	Students are expected to complete these four units first.	Offered in Trimesters 1 and 3
AFA801	Agribusiness Financial Analysis		Offered in Trimesters 1 and 2
ASA801	Agribusiness Systems Analysis		Offered in Trimesters 1 and 2
SMA802	Strategic Management for Agribusiness		Offered in Trimesters 2 and 3
INDICATIVE CORE UNITS FOR MASTERS ONLY FROM 2020: STUDENTS MUST COMPLETE TLR504/904 AND TLR505/905 IN THE LAST TRIMESTERS OF STUDY			
TLR904	Thought Leadership through Inquiry – Proposal Development	Prerequisite for Thought Leadership through Inquiry – proposal Investigation (TLR505)	Offered in Trimesters 1 and 2
TLR905	Thought Leadership through Inquiry – proposal Investigation	Thought Leadership through Inquiry – Proposal Development (TLR504) is a prerequisite for this unit	Offered in Trimesters 1, 2 and 3
INDICATIVE ELECTIVE UNITS FOR ALL COURSES FROM 2020 (CHOOSE 4 ELECTIVES IN TOTAL AT GRADUATE DIPLOMA AND CHOOSE 6LECTIVES IN TOTAL TO COMPLETE MASTER OF AGRIBUSINESS)			
ARM903	Agribusiness Risk Management	AFA601 Agribusiness Financial Analysis is a prerequisite for this unit This unit has a compulsory on campus workshop in addition to the online learning component	Offered in Trimester 2
CMI902	Contemporary Managerial Issues in Agriculture and Agribusiness – Australian Perspective	This will be a compulsory subject for the Master of Agribusiness from 2020	Offered in Trimesters 2 and 3
DNV902	Developing the New Venture	REC701 The Rural Entrepreneur in Context is a prerequisite for this unit	Offered in Trimesters 1 and 3
IAB903	International Agribusiness		Offered in Trimesters 1 and 3
LDP905	Leadership	This unit has a compulsory on campus workshop in addition to the online learning component	Offered in Trimester 2

REC901	The Rural Entrepreneur in Context	Prerequisite unit to Developing a New venture (DNV702)	Offered in Trimesters 2 and 3
SGA904	Case Studies in Global Agribusiness		Offered in Trimester 2
SML904	Strategic Human Resource Management		Offered in Trimesters 1 and 2

Unit Selection

Not all units will run in all trimester teaching periods and they may not run if enrolments are below 3 students. To help you and the College plan for a seamless study experience in 2019, a re-enrolment period has been introduced so you can select subjects across the whole year.

From 2019 students will indicate unit selection for the whole year at enrolment/re-enrolment. Any changes to your selection prior to the trimester starting must be notified to Student Services in writing by the dates specified in Table 1 and on the subject selection form.

Return the completed enrolment/re-enrolment form with your Fee Payment Advice form and payment option (and if this the first time you enrol, the completed student information survey) to:

Student Services – Postgraduate Studies
Marcus Oldham College
Private Bag 116
Geelong Mail Centre Vic 3221

Scan and email to:
courses@marcusoldham.vic.edu.au

Facsimile:
03 52441263 marked Attention: Student Services – Postgraduate Studies

Sequencing of units

Prerequisite units must be completed before enrolling in any unit that has a prerequisite unit requirement. For example, *Thought Leadership through Inquiry – Proposal Development* (TLR504/TLR904) is a prerequisite for *Thought Leadership through Inquiry – proposal Investigation* (TLR505) and consequently must be completed before taking TLR505/TLR905.

Leadership (LDP605/LDP905) is offered in blended mode with compulsory attendance at the five-day Marcus Rural Leadership Program 30 June – 5 July 2019 (Enrol into Trimester 2 for this unit).

Agribusiness Risk Management (ARM503/ARM903) is offered in blended mode and has a compulsory four-day workshop at the College 30 September – 3 October, 2019 (Enrol into Trimester 2 for this unit).

Specialisations

In addition to limited free choice the College has designed the program so students may select units to create specialisations or themes, these are shown in Table 5.

Table 5: Specialisations or themes

Theme or Specialisation	Unit code	Unit Title
Industry and Markets	ABM803	Agribusiness Marketing
	ASA801	Agribusiness Systems Analysis
	IAB903	International Agribusiness
	SGA904	Case Studies in Global Agribusiness
Business Management	AFA801	Agribusiness Financial Analysis
	SMA902	Strategic Management for Agribusiness
	ARM903	Agribusiness Risk Management
	SML804	Strategic Human Resource Management
	LDP695	Leadership
Development and Entrepreneurship	REC901	The Rural Entrepreneur in Context
	DNV902	Developing the New Venture
Compulsory Capstone Experience	TLR904	Thought Leadership through Inquiry – Proposal Development
	TLR905	Thought Leadership through Inquiry – Project Investigation
Optional Preparation for Research by Higher Degree Studies	TLR906	Research Paper

Withdrawing from a unit

It is very important that withdrawals occur prior to the unit census date, to avoid financial penalties. If a student has chosen the Fee-HELP option and has commenced the unit but subsequently decides to withdraw prior to the Federal Government's census date he or she must also notify the Postgraduate Director and Student Services in writing of this decision. To avoid a Fee-HELP debt, the withdrawal application must be processed prior to the census date. The study guide and text book/s must also be returned to Student Services prior to the census date.

Table 6 shows the penalties and unit grades associated with the time of withdrawal from units

Table 6: Unit Withdrawal and Fee and Grade penalties

WITHDRAWAL TIMING	FEE	GRADE	
Withdrawal prior to Census Date for that trimester	100% refund	WE	Withdrawn early
Up to 3 weeks after Census for that trimester	NIL refund	WL	Withdrawn late
Beyond 1st 3 weeks after Census for that trimester	NIL refund	F	Fail

Unit descriptions (in alphabetical order)

ABM 803 Agribusiness Marketing (AQF8)

Formerly coded ABM603

Content:	This unit focuses on the application of contemporary marketing theory and practice to agribusiness products and services. It can be applied to all stages of the agribusiness value chain including; input suppliers of finance, fertilisers, seeds and farm machinery; primary producers of food and fibre; food processors and food retailers. The unit uses the market planning process as an integrating feature of learning and the major assignment is the production of a detailed marketing plan for an agribusiness product or service. The course has five main sections: • The marketing concept • The marketing management process • Analysis for marketing decisions • Strategy and planning for marketing decisions • Implementing marketing strategy
Learning outcomes:	Upon the completion of this unit graduates will be able to: 1. Develop competence to apply advanced knowledge and application of analytical concepts and techniques relevant for marketing decision making, with an emphasis on creating, capturing and sustaining customer value. 2. Acquire specialised technical and cognitive skills to demonstrate advanced knowledge of the important concepts, processes and managerial frameworks of marketing as a discipline. 3. Demonstrate insight and apply independent judgement into the importance of the marketing concept in the strategic direction of modern organisations. 4. Compare and contrast various marketing theories and practices and develop recommendations for strategic action.
Assessment:	1. Marketing Foundations assignment – 2000 words (40%) 2. Marketing Strategy assignment - 3000 words (60%)
Prescribed Texts	Latest edition of Kotler, P and Keller, K. A Framework for Marketing Management. Pearson (currently 15th edition published in 2016).
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 3: 4 November, 2019 – 24 January, 2020

AFA 801 Agribusiness Financial Analysis (AQF8)

Formerly coded AFA601

This unit is a prerequisite for ARM903

Content:	This unit is an introduction to managerial financial analysis applied in the agribusiness context. Managerial finance is the firm's funds within the firm, from a single farm through to an integrated agribusiness. It encompasses the functions of budgeting, financial forecasting, credit administration, investment analysis and funds procurement for the firm. Major topics include ratio analysis, time value of money, risk and the required rate of return, cost of capital, capital budgeting techniques, leverage and capital structure and portfolio theory.
Learning outcomes:	Upon completion of this subject graduates will be able to: 1. Develop a critical approach to the analysis of the financial performance of the business 2. Understand and use the key financial performance indicators as a measure of business health. 3. Apply specialised technical knowledge and skills about analytic tools in order to confidently recommend strategic investments that will likely increase customer's wealth. 4. Understand and differentiate various theoretical and practical issues in business finance and the range of funding alternatives which may suit business development. 5. Review, analyse, synthesise and apply knowledge of optimal capital structures of debt and equity finance, and operating and financial leverage. 6. Understand and consolidate knowledge of applications in areas of specialised business financing such as leasing and capital budgeting. 7. Think critically to apply knowledge of portfolio theory and the relationship between required returns and the decisions regarding capital structure, capital budgeting and capital management.
Assessment:	1. Minor –Participation in weekly online discussion 10% 2. Three online tests 20% each 3. Major Assignment 30%
Prescribed Texts	Gitman, LJ & Zutter CJ (2015) *Principles of Managerial Finance*, 14th ed, Pearson, Boston, USA
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 2: 8 July – 27 September

ARM903 Agribusiness Risk Management (AQF9)

Formerly coded ARM503

AFA601/AFA801 is a prerequisite for this unit.

Note: This unit is offered only in blended mode with a 5-day compulsory intensive workshop on campus, 30 September – 3 October, 2019

Content:	This unit introduces students to the complex and diverse range of risks that organisations must manage in today's increasingly global agribusiness environment. Agribusinesses are exposed to both uncertainty and risk, thereby creating both opportunities and the risk of financial losses. Agribusinesses are characterized by high risk-taking under intense uncertainty. Risk management is implemented not to maximise profits, but merely to control financial losses. The organisations that best control their risk and losses are more likely to survive with some financial viability. As agribusiness managers operating in one of the world's most risky business environments it is fundamental risk management play an important part in ensuring an organisation's ability to manage risks. This unit is designed to identify the risks in agribusinesses and food/fibre supply chains, to discover methods to measure these risks, and then find strategies to manage these risks.
Learning outcomes:	At the completion of this unit graduates will have: 1. Developed an integrated and advanced understanding of risk and uncertainty for agribusiness. 2. Gained specialised cognitive and technical skills to be able to critically analyse risk management processes concerned with agribusiness. 3. Gained advanced understand about the types of risk modelling used in agribusiness. 4. Developed an integrated understanding regarding the use of appropriate decision making models for agribusiness. 5. Demonstrated an advanced level ability to implement risk management and control procedures through the use of products, options or by optimisation.
Assessment:	1. Assessment one – Applying risk management in agriculture assignment – 2500 words (50%) 2. Assessment two – Short answer open book test – 2500 words (50%)
Prescribed texts and resources	Hoag, D.L. (ed.) (2009) Applied risk management in agriculture. United States: CRC Press. ISBN 9781439809730 Palisade DecisionTools. http://www.palisade.com/, 1 year licence provided.
Offered in 2019 Note compulsory residential component	Trimester 2: 8 July – 3 October (concluding with compulsory residential will be held 30 September – 3 October, 2019). This unit is offered in blended mode, consisting of a compulsory 5-day residential program at Marcus Oldham College, Geelong and online study. This unit is broken up into 9 topics, where topics 1, 2, 3 and 8 are studied online and topics 4-7 covered in the residential intensive session.

ASA801 Agribusiness Systems Analysis (AQF8)
Formerly coded ASA501

Content:	This unit will consider managerial accounting practices of gathering information that inform the decision maker of two processes; financial analysis and business planning. The efficiency and effectiveness of decisions for future investment choices is dependent upon understanding the operations of the business now, and its capabilities in achieving future goals. Financial analysis is the process of evaluation of finance-related matters that determine performance; stability, solvency, liquidity and profitability for monetary investment decisions. In order to undertake financial analysis, data is collected and presented through financial statements; income statements, balance sheets, budgets, cash flow statements. This data is manipulated to produce ratio's, vertical and horizontal analysis in order which inform the decision making process. Business planning is the consideration of viable investment decisions generally over a five year period for a business. Whilst business planning is often considered a coincident of start-up ventures its relevance and importance for existing ventures is critical in the examination of a proposed investment decisions. A business plan is a written document that is constructed to identify, compare and contrast, review and evaluate current and proposed marketing, financial and operational factors of the business. Financial analysis is one critical component of business planning and should be found to be linked throughout the construction of the plan; marketing, operational and financial elements.
Learning outcomes:	Upon the completion of this subject graduates will be able to: • Demonstrate advanced knowledge and skills in the acquisition and analysis of financial information for decision-making purposes in agribusiness • Identify the key drivers for a business in systematic production and financial terms • Demonstrate specialised knowledge and understanding of the environment in which the business operates and the impact which this may have on business performance.
Assessment:	1. Online Discussion Posts – at least 500 words (15%) 2. Research and Analysis of your proposed Business Plan -1500 words (30%) 3. Preparing a Business Plan for your proposal - 3000 words (55%)
Prescribed texts	Malcolm B., Makeham J., and Wright V. (2005) *The Farming Game – Agricultural Management and Marketing*, 2nd edition, Cambridge University Press, Melbourne. Obst W.J., Graham R., and Christie G. (2007) *Financial Management for Agribusiness*. Landlinks Press, Melbourne.
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 2: 8 July – 27 September

CMI902 Contemporary Managerial Issues in Agribusiness (AQF9)
Formerly coded CMI502

Content:	• Gain knowledge of macro-economic issues in agribusiness, including business cycles, balance of payments, terms of trade, exchange rates, drivers of economic growth, public versus private sector debt, inflation, etc.; • Gain a deeper understanding of the key drivers in the food and fibre industries in the Australian and global economy; • Gain a firm understanding of the challenges and opportunities for the Australian agribusiness sector; • Evaluate business opportunities, determine risks and develop strategies to manage the impact of change, as well as identify quality information for decision making; • Describe and analyse examples of contemporary managerial issues in agribusiness, such as: the role of government in the agribusiness sector; agricultural policy agendas of Australia's competitors; roles of global trade organisations and trade agreements and their impact on global trade and investment; climate change; water resource management; animal welfare; alternative production technologies; food safety and security.
Learning outcomes:	At the completion of this unit graduates will have: • Identified and critically analysed a range of issues which may impact on agribusiness at regional, national and global levels • Demonstrated an advanced and integrated understanding of contemporary issues affecting agribusiness in Australia, and identified strategies to mitigate the impact of change which these issues may impose on the business
Assessment:	1. Four vignettes submitted to the discussion board which identify a discuss a different issue that may impact on agribusiness at regional, national and/or global levels. (4x250 words Total 20%) 2. Two position papers: Choose a different issue from the first assessment, to investigate more fully: • Position Paper 1: Evaluate risks and opportunities which may arise from these issues and evaluate and quantify the impact of these issues on a business of your choice; • Position Paper 2: Take a position regarding business opportunities and threats which may arise from these issues and recommend a strategic position to take in a future strategic management plan. (2,000 words each Total 80%)
Prescribed texts	No prescribed texts for this subject, readings will be supplied
Offered in 2019	Trimester 2: 8 July – 27 September Trimester 3: 4 November, 2019 – 24 January, 2020

DNV902 Developing the New Venture (AQF9)

Formerly coded DNV701

REC901 is a prerequisite for this unit.

Content:	This unit focuses upon how an entrepreneur or entrepreneurial team goes about creating a new business venture. It begins by looking at the process of assessing a business idea. This involves determining whether or not it is a true opportunity and provides value to customers. Once an opportunity has been identified, the student learns how to develop a commercial business model that can take that opportunity to market. With an understanding of business modelling, the student can then develop a business plan. Most courses about the "nuts and bolts" of entrepreneurial startup begin and end with the business plan; however, Steve Blank of Stanford University argues that business plans are more appropriate for established companies than for startups. This is because business plans represent a rational, linear approach to problem solving that relies on past experience to predict the future. Only existing companies have the requisite past experience. Startups must follow a much more organic and evolving path to get to where the founders want them to go. This is better captured by an "iterative innovation" approach. For this reason, this unit introduces students to the 'business model canvas' approach. It uses this process to help the startup entrepreneur to first create a business model before trying to write a business plan. It encourages experimentation, which is essential to successful business startup.
Learning outcomes:	At the completion of this unit graduates will have demonstrated expert, specialised cognitive and technical skills to independently: • analyse critically, reflect upon and synthesise complex information, problems, concepts and theories related to developing new agribusiness ventures • research and apply established business theories to the practice of developing new agribusiness ventures • interpret and transmit knowledge, skills and ideas to specialist and non-specialist audiences about your knowledge and ideas
Assessment:	1. Market focussed business idea position paper, 1250 words Total = 25%. 2. Designing a profitable business model, 2500 words Total = 50%. 3. A business case for investment, 1250 words Total = 25%.
Prescribed texts	Osterwalder, A. & Pigneur, Y. (2010). *Business Model Generation*. Hoboken, NJ: Wiley. Latest edition of Schaper M., Voery T., Weber P., Gibson B. *Entrepreneurship and Small Business*, John Wiley & Son, Milton, Qld. Currently 4th Asia-Pacific Edition, 2012
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 3: 4 November, 2019 – 24 January, 2020

IAB903 International Agribusiness (AQF9)

Formerly coded IAB703

Content:	The twenty first century is set for a new and dynamic period in global agricultural production and trade as the world's population grows and incomes increase dramatically. While a long-term trend in food production and trade is self-evident it is less clear how this will occur and what forces will interact to determine the outcomes. Australian agriculture is well placed to take advantage of this expansion, but it will not be a simple matter of relying on demand to provide benefits to Australia's food and fibre industries. Part of this is the ever increasing need to make decisions with full regard of the varying priorities and demands of the many stakeholder groups that now impact on global agribusiness. Agribusiness operators and managers (including farmers, value chain managers, financiers and bankers, accountants, lawyers, etc.) need to have a clear understanding of the dynamics of the global business environment if they are to reap the full benefits of these opportunities. Industry organisations and government departments will also need a comprehensive understanding of the international agribusiness environment if they are to formulate appropriate policies and strategies to assist their members and constituents. This unit examines the factors affecting global food demand and supply. It investigates the efforts being made by importing countries to meet their food demand requirements and of exporters to compete effectively in global food and fibre markets. Overlaying this is to develop a robust understanding of the roles, objectives and outcomes of key global institutions and forums etc. The role of culture, politics, financial and monetary systems, climate and policy on global food and fibre production and trade are all examined. A range of prediction tools and models are also assessed for their value in assisting agribusiness operators determine the appropriate strategies for their businesses. There is a focus on what issues (e.g. market, cultural, political and environmental) a business might need to be aware of when operating globally - especially compared to only operating in its home market. This extends to what strategies a business might need to implement when operating in a global agribusiness context – being an effective and responsible global agribusiness citizen.
Learning outcomes:	At the completion of this unit graduates will have: • Identified, understood and critically analysed current and future pattern and trends in global supply and demand in key agribusiness sectors; future market conditions (e.g. supply and demand patterns); and, market research to identify global market opportunities; • Demonstrated an advanced and integrated understanding of key policy directions in global agribusiness – including trade access, foreign exchange, foreign policy/relations, economic and industry support policy and measures; • Demonstrated high order awareness of the role and impact of key global institutions and agencies on global agribusiness - especially those relating to trade and global financial arrangements; • Demonstrated an ability to appreciate and sensitively manage key differences, such as culture, regulation, ethics, compliance/governance

	and stakeholders, across agribusiness settings/regions and use associated strategies and skills in managing in diverse global environments; • Researched and applied established theories regarding current and future developments in technology and how this impacts on global agribusiness; • Demonstrated high level awareness regarding the role of key stakeholder groups associated - directly and indirectly – with global agribusiness.
Assessment:	• Investigate and report on agriculture-based produce/industry or sector and associated key global institutions/agencies/forums. 2,000 words Total 40% • Report on (a) key market/business analysis and key opportunities s in an overseas market and (b) associated key strategic issues/challenges/responses required when operating with this market. 3,000 words Total 60%
Prescribed Texts	Cavusgil, Knight, Riesenberger, Rammal and Rose, (2014), *International Business* (2e), Pearson
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 3: 4 November, 2019 – 24 January, 2020

LDP905 Leadership (AQF9)

Formerly coded LDP605. This subject is under review, information below is based in the 2018 offering of the subject.

This unit will be offered only in blended mode with a 5-day compulsory intensive workshop on campus, 30 June – 5 July 2019

Content:	This unit examines leadership in all its forms and sets out a series of skills, attitudes, attributes and personal qualities which are required for effective leadership. The unit combines the theory behind aspects of leadership with the development of an understanding of self and others. It also includes practical tools for effective communication and negotiation. In addition to the online learning component, there is a compulsory 5-day workshop in week1. Over the course of the workshop you will develop your leadership, communication and planning skills. Through personal involvement and group participation you will gain an increased understanding of your own strengths and development needs as well as having the opportunity to network with keynote speakers from a range of rural and community organisations from across Australia. The residential program is designed to connect you with prominent community and industry leaders to maximise your learning experience. Training sessions include: • Goal Setting • Developing action plans • Leadership and team building • Community leadership • Learning and communication including • public speaking and working with the media • Understanding self and others • Negotiation
Learning outcomes:	At the completion of this subject it is expected that students will be able to apply their knowledge and skills to demonstrate autonomy, expert judgement, adaptability and responsibility as an agribusiness practitioner to: • Compare the models of leadership and discuss the roles of effective leaders and managers. • Identify and explain the learning styles and decision making tools that are required to understand how people and organisations function. • Analyse your leadership experiences using different approaches. • Apply leadership skills in an organisational setting and reflect on your experiences and/or decisions.
Assessment:	Assessment 1 Proposal (40%) Assessment 2 Change Project (60%)
Offered in 2019	Trimester 2: 8 July – 27 September

During the workshop numerous formal dinners provide an opportunity to hear and debate the views of keynote speakers on a range of issues, which have relevance for rural and regional Australia. The dinners offer the opportunity to access these speakers and their views - an opportunity which may not be available in a regional or rural community. The unit cost includes a postgraduate residential fee that can be paid upfront or put on Fee-HELP and a workshop cost that covers accommodation and all meals.

REC901 The Rural Entrepreneur in Context (AQF9)

Formerly coded REC701. Note that the content for this subject is currently under review and an updated handbook entry is expected in June 2019)

This unit is a prerequisite for DNV902

Content:	Entrepreneurship is becoming an increasingly important set of activities to the success and continuous renewal of local, regional and national economies. As innovators, by definition, entrepreneurs bring fresh ideas, new products and services, and welcome/edifying disruption to our economies. In doing so, they build personal, family and community wealth that can transform lives. At one time, scholars of entrepreneurship believed that successful entrepreneurs possessed traits with which they were born. Subsequent research has disproved that theory. This is good news for us who aspire to be entrepreneurs. It means that the skills of entrepreneurship can be learned. However, learning how to be an entrepreneur is not only about the individual and the skills he/she must master, it is about understanding and connecting to the context within which the entrepreneur operates. This unit examines the development of the entrepreneur within a rural context. It explores the self-awareness that is essential to successful entrepreneurship. It looks at the needs of entrepreneurs and the skill set they must master to consistently meet those needs. It also examines the process that entrepreneurs use to make decisions. These are all topics that pertain to the individual entrepreneur. The unit also sets the context for rural entrepreneurship by defining and mapping rural ecosystems and examining the art of building entrepreneurial networks that support rural entrepreneurship. Finally, the unit uses an extensive range of case studies that enable learning from the philosophy and practice successful Australian rural entrepreneurs.
Learning outcomes:	At the completion of this subject it is expected that students will be able to apply their knowledge and skills to demonstrate autonomy, expert judgement, adaptability and responsibility as an agribusiness practitioner to: • Understanding of the role of entrepreneurship in rural communities; • Self-awareness relative to the student's own entrepreneurial propensity; • Understanding of the unique traits, behaviours, cognitive processes and skills of entrepreneurs; • Understanding the support ecosystem for entrepreneurship that exists in every community and how to navigate it; • Appreciating the value of planning (strategic and business) to successful entrepreneurship; • Comprehending the role of technology in entrepreneurship; • Knowing how to diagnose one's own needs as an entrepreneur and use this knowledge to pursue resources; • Knowing how to build a network of entrepreneurs and use it effectively; • Understanding how to define and distinguish between creativity and innovation and their place in the innovation process.

Assessment: Note assessments in 2019 will be confirmed after review of subject in early 2019	Draft Assessments • Investigation and report, -or-, test to cover theoretical grounding for agribusiness entrepreneurship. 1,000 words (20%) • 10 minute pitch presentation via webinar. Equivalent to 1,000 words (20%) • Research Paper based on pitched ideas – 3,000 (60 %)
Offered in 2019	Trimester 2: 8 July – 27 September Trimester 3: 4 November, 2019 – 24 January, 2020

SGA904 Case Studies in Global Agribusiness (AQF9)

Formerly coded SGA704. Note that the content for this subject is currently under review to be revised to use a taught case approach, and an updated handbook entry is expected in June 2019.

Content:	The purpose of this unit is to reflect upon key learnings from the units completed so far in the course and to apply them to a global agricultural business. Students will be required to independently interpret and analyse the information provided to build up their case study review. Students will be encouraged to apply 'blue sky' thinking to the problem/opportunity and then develop the required road map to implementing their solutions. This road map must draw on at least 3 key learnings from other postgraduate units and cover off on the required financial, human resource, marketing, risk, and triple bottom line consideration where applicable.
Learning outcomes:	At the completion of this subject it is expected that students will be able to apply their knowledge and skills to demonstrate autonomy, expert judgement, adaptability and responsibility as an agribusiness practitioner to: • Analyse and critique issues in global agriculture against an Australian context. • Understand and critically appraise how new technologies, political issues, emerging markets, regulations and business strategies are influencing global agribusiness decisions. • Develop skills to critically analyse complex case studies
Assessment:	1. Case study report of current business context - 2000 words (40%) 2. Case Study report for selected next steps - 3000 words (60%)
Prescribed Texts	TBA
Offered in 2019	Trimester 2: 8 July – 27 September Trimester 3: 4 November, 2019 – 24 January, 2020

SMA802 Strategic Management for Agribusiness (AQF8)

Formerly coded SMA602

Content:	This unit is an introduction to strategic management in the agribusiness as well as to management and human resource management. The provides a broad and foundational overview of: • Strategy, structure and culture • Organisation mission, goals and objectives • Analytical frameworks in strategic planning and management • The strategic management process – shaping and implementing • The integration of strategic management processes with operational aspects • Financial analysis, resource analysis, ratio analysis, strategic cost control • External environment and industry level analysis • Managing change, business ethics and social responsibility • Contemporary strategic issues in agribusiness
Learning outcomes:	At the completion of this unit graduates will have demonstrated expert, specialised cognitive and technical skills to independently: • Recognise and interpret the impact of the environment on an organisation. • Critically evaluate management and human resource management strategy and direction • Understand the use of critical case analysis in strategic management. • Identify the strategic options available to an organisation. • Compare and contrast the strategic direction of an organisation with its competitors. • Use analytical techniques to examine the strategic positioning of an organisation. • Evaluate the likely success of specific strategic options. • Use the critical case analysis method and apply it effectively. • Determine appropriate strategies given prevailing internal and external conditions. • Identify organisational cultural aspects and their impact. • Determine appropriate organisational direction and goals. • Determine appropriate strategies, given the outcomes of strategic analysis. • Communicate the outcomes from the analysis in the form of a business plan
Assessment:	1. Strategic Analysis and Options Assignment, 2000 words (40%) 2. Strategic Business Plan Assignment, 3000 further words (60%)
Prescribed Text	Grant, R., Butler, B., Orr, S., and Murray, P. (2014) *Contemporary Strategic Management: An Australasian Perspective*, (2nd Ed). Wiley
Offered in 2019	Trimester 2: 8 July – 27 September Trimester 3: 4 November, 2019 – 24 January, 2020

SML904 Strategic Human Resource Management (AQF9)

Formerly coded SML604

Content:	In a technology driven and expanding global economy business and farming environments are become increasingly dynamic and sophisticated. Traditional forms of labour management, where labour is seen simply as a cost to be minimised, are fast becoming redundant. The new thinking is that labour is a unique resource which cannot be easily replicated by competitors in the same way as other resources; and that if managed progressively in a way that aims to train and retain it, can be a key contributor to business success. This unit details the labour management practices that make up this new thinking. In so doing it sets out a model human resource management programme, noting the problems and prospects of applying the programme within the context of Australia's system of legal governance of the terms and conditions of employment.
Learning outcomes:	At the completion of this unit graduates will have demonstrated expert and specialised understandings of: • the concepts of labour management and the organisation of work in agribusiness • practices and processes of human resource management • Australian industrial relations' institutions and processes
Assessment:	1. Minor assignment, Comparative labour management practices - 2000 words (40%) 2. Major assignment, Legal obligations for labour report- 3000 words (60%)
Prescribed texts:	The latest edition of Stone, Raymond *Human Resource Management*. 9th ed. Wiley, Milton (currently using 9th edition published in 2017).
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 2: 8 July – 27 September

TLR904 Thought Leadership through Inquiry – Proposal Development (AQF9)
Formerly coded TLR504

This unit is a prerequisite for TLR505

Content:	This unit is delivered over 12 weeks to allow the student sufficient time to work on their research project. The aims of this unit are to; 1. Assist you to identify an area of your work where you would like to become a thought leader 2. Provide you with the necessary tools and understanding that will enable you to research and analyse the evidence that will come to underpin your claim to thought leadership in your area of interest. Thought leadership is achieved through the systematic development of ideas, expertise and knowledge, and the effective communication of those ideas and knowledge to others. The Unit takes the view that these achievements are most importantly the result of research in its various forms. The unit should generally be taken towards the end of your Master's program because it will draw on content that you have learned from other units in the course as well as drawing on your work experience.
Learning outcomes:	At the completion of this subject it is expected that students will be able to apply their knowledge and skills to demonstrate autonomy, expert judgement, adaptability and responsibility as an agribusiness practitioner to: • Identify and develop an area of thought leadership that you wish to pursue; • Literature Review • Research Design • Develop the skills necessary to undertake the research activities that will develop and maintain your claims to thought leadership
Assessment:	1. Literature Review, 2500 words (50%) 3. Research Proposal, 2500 words (50%)
Prescribed texts:	Latest version of Bryman, A & Bell, E., *Business Research Methods*, Oxford University Press, Oxford (Currently using 4th edition published in 2015).
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 2: 8 July – 27 September

TLR905 Thought Leadership through Inquiry – Project Investigation (AQF9)
Formerly coded TLR505

TLR504/TLR904 is a prerequisite for this uni. This unit is a prerequisite for TLR906

Content:	This unit follows on from TLR504/TLR905 and is delivered over 12 weeks to allow the student sufficient time to work on their research project. The aims of this unit are to; 1. Prepare you to carry out research using secondary data sources in your chosen area of thought leadership. 2. Provide you with the necessary tools and understanding that will enable you to carry out the research and analyse the evidence that will come, and use the findings to underpin your claims to thought leadership in your area of interest. The unit focuses on an investigation using the research design and literature review developed in TLR504/TLR904. It is the processes and the outcomes of this investigation that will strategically develop your thought leadership skills, You will also develop skills of dissemination of research outcomes to enable you to leverage your knowledge as a thought leader.
Learning outcomes:	At the completion of this unit, graduates will have gained specialised knowledge of: • the legislative environment in which research is performed in Australia • designing and undertaking research and secondary data analysis • how to write a thorough report on research findings, including analysis of how the work fits within the wider body of knowledge in their chosen area of thought leadership. • How to demonstrably communicate research findings in both written and verbal channels to a variety of audiences. • How to write and deliver a written report that meets post graduate scholarly standards
Assessment:	1. Research presentation (30%) 2. Final Report - 5000 words (70%)
Prescribed texts:	Latest version of Bryman, A & Bell, E., *Business Research Methods*, Oxford University Press, Oxford (Currently using 4th edition published in 2015).
Offered in 2019	Trimester 1: 12 March – 7 June, 2019 Trimester 2: 8 July – 27 September Trimester 3: 4 November, 2019 – 24 January, 2020

TLR906 Research Project (AQF9)

This is a double weighted subject by invitation only
Prerequisite: TLR504/TLR904 and TLR505/TLR905 at Distinction Level or above

TLR504/TLR904 is a prerequisite for this unit

Content:	This is an additional* unit for students wishing to complete their coursework studies with a Research by Higher Degree (RHD) studies pathway. This double weighted unit is by invitation only for students who have successfully completed to Distinction standard or higher, the two prerequisite units TLR504/TLR904 and TLR505/905. It is delivered over one trimester of study. The unit focuses on an investigation using the research design and literature review first developed and tested in TLR504/TLR904, with aims to: 1. Leverage the pilot study from TLR505/TLR905 to carry out a deeper level of study using primary data sources. 2. Gain a specialized understanding of the standards expected to research in an ethical manner 3. Provide you with the necessary tools and understanding that will enable you to carry out a piece of primary research, analyse the data and evidence, and use the findings to underpin your claims to thought leadership in your particular area of interest. It is the processes and the outcomes of this investigation that will strategically develop your thought leadership skills, You will also develop skills of dissemination of research outcomes to enable you to leverage your knowledge as a thought leader. *can be completed within the current Master of Agribusiness by enrolling over the required subjects to complete the Master of Agribusiness; or as a standalone single subject, within 3 years of completion of the Master of Agribusiness using the original research question(s) and research design completed in TLR504/TLR904 and TLR505/TLR905.
Learning outcomes:	At the completion of this unit, graduates will have gained specialised knowledge of: • the legislative environment in which research is performed in Australia • designing and undertaking research and secondary data analysis • how to write a thorough report on research findings, including analysis of how the work fits within the wider body of knowledge in their chosen area of thought leadership. • How to demonstrably communicate research findings in both written and verbal channels to a variety of audiences. • How to write and deliver a written report that meets post graduate scholarly standards
Assessment:	1. Ethics Application, that uses rationale and findings from prerequisite subjects to develop this application using what you have learned in the exploration of the topic (TLR504/TLR904) and research design (TLR505/TLR905), and then adding the plans for primary data collection for this project (20%) 2. Final Report – 10,000 words (80%)

Prescribed texts:	Latest version of Bryman, A & Bell, E., *Business Research Methods*, Oxford University Press, Oxford (Currently using 4th edition published in 2015).
Offered in 2019	Trimester 2: 8 July – 27 September Trimester 3: 4 November, 2019 – 24 January, 2020