

Joint Master's Program
INCAE/CATIE, Costa Rica

International Agribusiness Management

RURAL BUSINESS DEVELOPMENT IN GLOBALIZING MARKETS

The innovative joint PROGRAM MASTER OF INTERNATIONAL AGRIBUSINESS MANAGEMENT (MIAM) addresses the critical and growing need for professionals who can work effectively with and within agriculture and forestry businesses in Latin America and the Caribbean as they meet the challenges and take advantage of the opportunities presented by free trade agreements and increasing globalization. It is the first master's program in the region that forms future leaders for doing successful business in or with rural Latin America and the Caribbean based on social and environmental responsibility.

The program recognizes the important role rural businesses can play in the sustainable development of the rural sector in Latin America and the Caribbean and in the alleviation of poverty throughout the region. At the same time, it seeks to prepare business-minded students from the United States, Europe and elsewhere to upgrade their skills for doing successful business with the emerging rural sector in the region. MIAM graduates will perceive environmental and social responsibility not only as a social obligation but also as an opportunity for increased competitiveness of their businesses in global value chains.

The program is offered by two of the top postgraduate schools in Latin America, both of which are based in Costa Rica. INCAE Business School, which has ties with Harvard University, has repeatedly been recognized as the top business school in Latin America by the renowned business magazine *America Economía*. CATIE, the Tropical Agricultural Research and Higher Education Center, has the longest-standing postgraduate program in Latin America related to sustainable agriculture and natural resource management, renowned for producing leaders in sustainable rural development who have assumed high-level positions in the public and private sectors throughout the region.

The academic quality of the program, for which both institutions are known, is ensured through accreditation from the U.S.-based Southern Association of Colleges and Schools (SACS). Students interact with professors who hold doctoral degrees from leading universities in the United States and Europe. They will have numerous opportunities—through class work, field experience, and interaction with fellow students—to learn about the different business cultures within which they will operate.

The coursework is on the campuses of INCAE in Alajuela and CATIE in Turrialba. Both campuses are located close to diverse opportunities for extracurricular activities, including river rafting, canopy walks, birdwatching, and visits to volcanoes, private nature reserves, national parks and wildlife refuges, beaches, and botanical and butterfly gardens.



GENERAL OBJECTIVE

To form environmentally and socially responsible leaders for doing sustainable business in and with the rural sector of Latin America and the Caribbean in international agri-food and forest-and-wood-product value chains.

SPECIFIC OBJECTIVES

MIAM graduates will

- have the capacity to develop and run successful rural businesses in expanding free trade environments
- orient their business activities toward the specific demands of the market, anticipate future trends, and take advantage of opportunities with social and environmental responsibility
- draw on a variety of analytical and practical tools to address the particular opportunities and challenges related to sustainable rural business development in Latin America
- interact with a variety of business partners and stakeholders through strong communication negotiation skills, and with high dedication and commitment.

TARGETED STUDENTS

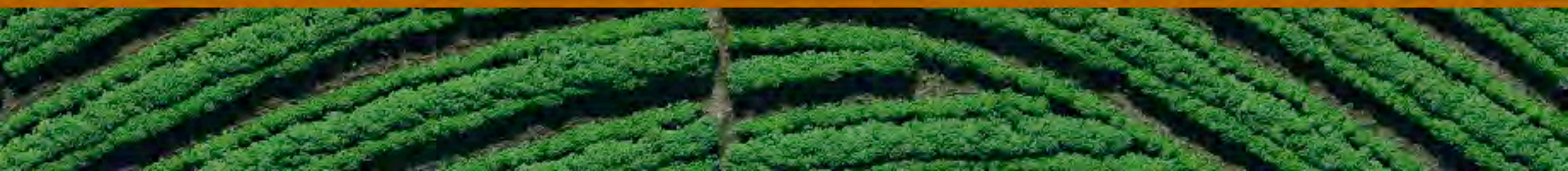
MIAM seeks business-minded students from Latin America and the Caribbean, the United States, Europe, and elsewhere, with an international perspective of business opportunities related to sustainable development of the rural sector in Latin America. Participants are interested in and committed to sustainable rural business development in the agricultural and forest sectors and related service industries. Graduates will be able to respond effectively to opportunities in the following career fields:

- Management of international agri-food and forest-and-wood-product value chains
- Development and administration of sustainable rural businesses
- Provision of services for rural business development
- R&D related to sustainable rural business development in international organizations, state agencies, donor and development agencies, and nongovernmental organizations.

COMPONENTS AND LOCATION OF COURSES

The academic program is bilingual (English and Spanish). Students with initially insufficient proficiency in English can attend some courses taught at INCAE in Spanish but must prove English proficiency before returning to CATIE, where the third component is taught in English. For most internships, proficiency in Spanish is required. To reach the required language skills, English and Spanish courses are offered at INCAE and CATIE. The program comprises the following components:

- One-month introductory course at CATIE: Rural Business Development in the Context of Sustainable Development
- Nine months at INCAE Business School, focusing on the fundamentals of business administration
- Four months at CATIE, with emphasis on concepts and methodologies for international supply chain management and value chain development in the targeted sectors
- Four-month internship with businesses integrated, or with potential to become integrated, in international supply or value chains, with final presentation of the results to faculty members and public and private sector representatives.



ADMISSION REQUIREMENTS

Step 1: Password generation and online application

Step 2: Online submission of background information and short essays

Step 3: TOEFL score acquisition (minimum 470 paper-based, 150 computer-based or 52 Internet-based)); in well-justified cases, a lower TOEFL score may be accepted, but the student would be admitted only under certain conditions.

Step 4: Necessary accompanying documents:

- Photocopy of authenticated university diploma
- Original grades certificate
- Two years of relevant professional experience
- TOEFL certificate
- Updated CV
- Medical certificate
- Financial declaration
- Three letters of recommendation using INCAE's format
- Photocopy of passport
- Four passport pictures (formal attire)

Step 5: Admission test in local INCAE office (intellectual abilities)

Step 6: Interview at local INCAE office

Decisions regarding admission will be communicated within a reasonably short period after the interview.

For further details, visit:

<http://www.incae.ac.cr/ES/maestrias/mba/miam-bi-18m/>



COSTS OF THE JOINT MASTER'S PROGRAM

	Single student (Shared room)	Family housing (1 room)	Family housing (2 rooms)
Inscription fee	1,100	1,100	1,100
Tuition and fees	32,414	32,414	32,414
Living expenses	6,199	8,904	11,012
Total	39,713	42,418	44,526

Notes:

- All costs are in US\$.
- Tuition fees include teaching and didactic materials.
- Living expenses include on-campus housing and 70% of meals for students (lunches and dinners Monday through Saturday); they do not include meals for family members or electricity costs.



PAYMENT INFORMATION

Reservation of place

Enrollment fee to be paid at local INCAE office as soon as official notice of admission is received.

With payment, placement in the program is secured and materials for the preparatory course will be sent.

Payment dates

First year

End of June

Mid August

Mid January

Mid March

Second year

Mid May

Mid July

Mid August

ENROLLMENT FEE REFUND POLICY:

100% with at least a 60-day notice prior to starting the program. 50% with at least a 30-day notice. No refund with notice of fewer than 30 days.

NOTE: The information above is subject to change. For further updates, please consult the websites of INCAE and CATIE.



OPPORTUNITIES FOR FINANCIAL ASSISTANCE

INCAE and CATIE grant a limited number of partial scholarships to outstanding students and those with proven economic needs. In addition to this scholarship program, prospective students are encouraged to secure funding through national and international scholarship programs. Finally, students may obtain loans at favorable conditions through agreements with various regional and national banks. For more information on funding opportunities, especially on available national and international scholarship programs, please contact your national INCAE office or CATIE.

TEACHING MODULES

The first component (Module 1) at CATIE puts the development of rural businesses into the context of economic, social, institutional, and environmental sustainability. Students learn that entrepreneurial success in globalizing markets depends increasingly on the appropriate integration of all dimensions of sustainable development into business strategies.

The second component (Modules 2-5) at INCAE provides the basis for successful business administration, building up on the first-year courses of INCAE's regular MBA program plus two courses presented by CATIE faculty that create the link with the third component. Module 2 includes fundamental courses such as business communication and quantitative methods, providing students with the tools needed for qualitative and quantitative business assessments. The courses in Modules 3-5 fall into three major categories:

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Functional areas of business administration (operations, marketing, finance, organization, and control)
Tools for analyzing the broader economic and political environment
Formulation and implementation of business strategies



CONTACT PERSONS



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For national INCAE offices, please visit: <http://www.incae.edu/ES/maestrias/mba/miam-bi-18m/>
For further information, please visit www.incae.edu and www.catie.ac.cr



The third component (Modules 6-7), at CATIE, deepens the understanding of the opportunities and challenges facing rural businesses in increasingly globalized markets. Special emphasis is on sustainable rural business development in Latin America and the Caribbean and the critical success factors when operating in national and international markets for rural products and services. Important topics include value chain analysis and development, intrabusiness and interbusiness organization, regulatory frameworks for international markets and trade, and advanced concepts of sustainable agriculture and forestry. INCAE professors are involved in certain classes.

The fourth component (Module 8) allows students to apply the concepts, methodologies, and tools acquired in the classroom in a company and/or specific supply or value chain. Students will work in groups to develop business plans, marketing strategies, and/or competitive strategies for integrated supply chain management and value chain development.

OVERVIEW OF THE MIAM COURSE PROGRAM

Component 1 at CATIE, Turrialba, Costa Rica

Module 1

Rural Business Development in the Context of Sustainable Development

Component 2 at INCAE, Alajuela, Costa Rica

Module 2

Globalization and Sustainability
 Managerial Decisions
 Business Communication
 Financial Accounting
 Marketing Management I
 Quantitative Methods I
 Leadership

Module 3

Financial Analysis
 Quantitative Methods II
 Microeconomics
 Operations Management
 Rural Culture and Sociology

Special Topics

Ethics and Corporate Social Responsibility
 Sustainable Natural Resource Management and Agriculture

Module 4

Managerial Accounting
 Financial Management
 Human Resource Management
 Macroeconomics
 Industrial Organization

Module 5

Political Analysis
 Corporate Strategy
 Marketing Management II
 Organizational Change and Negotiation

Component 3 at CATIE

Module 6

Business Organization and Development
 Advanced Concepts of Sustainable
 Agriculture and Forestry
 International Markets and Trade

Module 7

Value Chain Analysis and Development
 Business Environment Analysis
 Development and Evaluation of Projects

Component 4: Field Projects

Module 8

Field Projects
 Presentation and Discussion of Field Projects at INCAE or CATIE



FACILITIES AND AMENITIES

Coursework takes place on the principal campuses of CATIE and INCAE. Students have direct access to campus and online libraries as well as other learning resources and student support services, including access to high-speed internet.

Housing on the two campuses is in student apartments equipped with cooking facilities. Laundry services are available at both institutions (at CATIE a self-service laundromat), as is a gym, indoor and outdoor soccer fields, a tennis court, and a swimming pool. At both INCAE and CATIE, medical service is provided from Monday through Friday and a small grocery store is available.

Medical insurance is provided through ALICO PANAMA. The insurance is mandatory for all students except for those with proven coverage under similar insurance schemes valid in Costa Rica. These students are requested to sign a disclaimer exempting INCAE and CATIE from any responsibility. For more information on the medical insurance, please contact your local INCAE office.

IMPORTANT DATES

The regular academic cycle is 18 months, beginning in July of a given year and ending in December of the following year. The application process is open throughout the year. However, the deadline for admission in the current year is May 31, at which time all admission requirements must have been fully met.