


Module 3: Agricultural Extension Programme Management



WORKBOOK

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Module 3: Agricultural Extension Programme Management

Pre-assessment

Answer the following questions without going through the learning content. This is to determine how much you already know about the subject. You will also be asked to complete a post-assessment after you have worked through the learning content. Rate your knowledge on the topics on a scale of 1 to 5 by circling the corresponding number.

	Question	Self-assessment				
		Low			High	
1	I am confident in my ability to define management goals in my organisation.	1	2	3	4	5
2	I am able to explain the nature and scope of management.	1	2	3	4	5
3	I am able to describe extension programme types, need-driven programmes and the common features of extension programmes.	1	2	3	4	5
4	I am confident in my ability to identify key tools for extension programmes and programme planning.	1	2	3	4	5
5	I am able to identify different methods of organising and departmentalisation in extension organisations.	1	2	3	4	5
6	I understand the various theories of management and personnel management in extension organisations.	1	2	3	4	5

	Question	Self-assessment				
		Low			High	
7	I am confident in my ability to motivate staff within my extension organisation.	1	2	3	4	5
8	I am confident in my ability to manage coordination and control within a pluralistic system of extension.	1	2	3	4	5
9	I understand the management information system and its role in organisational management.	1	2	3	4	5
10	I am able to apply monitoring and evaluation tools for effective organisational management.	1	2	3	4	5

Study unit 1: Theories and practice of agricultural extension management

Session 1.1: Definition, theories and principles of management

Activity 1.1 Individual activity: Basic concepts and theories in extension management

Answer the following in your own words. Write your answer in the space provided.

1. What does management involve? (3)

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2. Fill in the missing words to complete the statement. (2)

2.1. _____ management is responsible for managing all production functions within an organisation.

2.2. _____ management is responsible for identifying consumer needs and making sure the goods and services to meet those needs are delivered.

2.3. _____ management is responsible for making sure that an organisation has enough financial resources available for operation.

2.4. _____ management is responsible for all employee-related aspects in an organisation.

3. Briefly discuss the principles of management. (8)

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4. Briefly discuss different levels of management. (3)

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5. Name the different styles of management and give a brief explanation of each. (4)

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6. List four core skills a good manager needs. (4)

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Session 1.2: Functions of management

Activity 1.2 Individual activity: Improving efficiency

Answer the following in your own words. Write your answer in the space provided.

1. Explain the functions of management in an organisation.
(5)

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2. What is the function of upper level management in an organisation?(1)

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Total: 6 marks

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Session 2.2: Privately funded extension systems

Activity 2.2 Individual activity: The relevance of privately funded systems

Answer the following questions in your own words. Write your answer in the space provided.

1. Name an example of a non-governmental organisation involved in extension service provision. (1)

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2. What is the advantage of having volunteer organisations involved in extension programmes? (1)

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3. What is a disadvantage of volunteer organisations in extension service provision in India? (2)

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Total: 4 marks

Summative assessment: Unit 2

Theoretical assessment

Answer the following questions in your own words. Write your answer in the space provided.

1. Explain the difference between publicly and privately funded extension systems. (3)

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2. What is the advantage of a pluralistic approach to agricultural extension? (4)

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3. What advantages do privately funded extension systems have compared to publicly funded extension systems? (4)

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4. What was the main reason that the World Bank Training and Visit System failed? (2)

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Total: 13 marks

Study unit 3: Leadership, motivation and group dynamics

Session 3.1: Leadership

Activity 3.1 Individual activity: Leadership theories and motivation

Answer the following questions in your own words. Write your answer in the space provided.

1. Why is the understanding of leadership so important to extension managers? (2)

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2. What leadership style does an autocratic leader employ? (1)

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3. Does the leadership style mentioned in Question 2 change depending on the situation or problem the leader faces? (1)

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4. Consider a task given to an employee by their superior. What would motivate the employee to complete the task on time?(3)

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Total: 7 marks

Session 3.2: Work group dynamics and creativity

Activity 3.2 Individual activity: Improving group performance and interaction

Answer the following questions in your own words. Write your answer in the space provided.

1. Briefly explain the roles in a group. (4)

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2. Is this statement true or false? If false, what is the correct statement?

Good communication is the key to getting a job done well without conflict. (2)

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3. List the different types of leadership. (3)

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4. Explain which leadership style is the best. (1)

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Total: 10 marks

Summative assessment: Unit 3

Answer the following questions in your own words. Write your answer in the space provided.

1. What are the advantages and disadvantages of diversity in a team or group? (3)

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2. Briefly explain what motivation is and why it is important within an extension organisation. (2)

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3. Explain the different types of leadership and which situations they are suited to. (6)

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Total: 11 marks

Study unit 4: Extension programmes and programme planning

Session 4.1: The importance of extension programmes and planning

Activity 4.1 Individual activity: Extension programme planning

Answer the following questions in your own words. Write your answer in the space provided.

1. Define what an extension programme is. (2)

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2. Fill in the missing words to complete the statements below. (5)

Programme planning starts with a _____ to identify issues. It then uses a programme objective to find a _____ to those problems. Programme _____ moves the solution into actuality. _____ makes a continuous study of how successful the extension methods have been. In the reconsideration phase, the evaluation results are used as a basis to _____ the extension programme.

Total: 7 marks

Session 4.2: Extension programmes, types, assumptions and principles

Activity 4.2 Individual activity: Types and principles of extension programme planning

Answer the following questions in your own words. Write your answer in the space provided.

1. List the principles of outcomes-focused planning. (6)

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2. Briefly discuss the different types of extension programmes. (4)

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Total: 10 marks

Session 4.3: Programme development cycle and steps in programme planning

Activity 4.3 Individual activity: The programme development cycle

Answer the following questions in your own words. Write your answer in the space provided.

1. List the eight steps you use in the programme planning cycle. (8)

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2. Is this statement true or false? If false, what is the correct statement?

The programme logic model is the foundation for programme planning. (2)

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3. Why is extension programme planning important? (1)

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Total 11: marks

Summative assessment: Unit 4

Answer the following questions in your own words. Write your answer in the space provided.

1. Explain how extension programme planning is thought of as a cycle. (5)

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2. Explain why the programme logic model is the foundation of programme planning? (3)

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3. What is the ultimate aim of extension programme planning? (1)

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4. Is the following statement true or false? If false, what is the correct statement? (2)

When planning your project it is not important to follow a step-by-step approach to make sure that all the needs of the target clients are discovered and considered and addressed.

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Total: 11 marks

Study unit 5: Managing organisational change and conflict resolution

Session 5.1: Organisational change

Activity 5.1 Individual activity: Management's role in organisational change

Answer the following questions in your own words. Write your answer in the space provided.

1. Why is organisational change necessary? (1)

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2. What is the role of management in organisational change? (2)

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3. Is this statement true or false? If false, what is the correct statement? (2)

Change is necessary for growth and development.

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4. Is this statement true or false? If false, what is the correct statement? (2)

Change is an easy and comfortable process.

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Total: 7 marks

Session 5.2: Conflicts and conflict management

Activity 5.2 Individual activity: Conflict resolution

Answer the following questions in your own words. Write your answer in the space provided.

1. What are some situations in organisational change where conflict may arise? (2)

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2. What is the most important tool in conflict management and why? (2)

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3. What is the best way to manage conflicts with stakeholders? (3)

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Total: 7 marks

Summative assessment: Unit 5

Answer the following questions in your own words. Write your answer in the space provided.

1. Change is stressful. Describe the type of situations you may encounter as a manager during organisational change that can cause conflict. (4)

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2. Explain what the role of management is in organisational change. (3)

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3. Change is necessary for growth and development. Explain why you as a manager might encounter resistance to change and how you would go about resolving such a conflict. (3)

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Total: 10 marks

Study unit 6: Involvement of farmers and tools in programme planning

Session 6.1: Involving stakeholders in planning extension programmes

Activity 6.1 Individual activity: The importance of involving stakeholders

Answer the following questions in your own words. Write your answer in the space provided.

1. Is this statement true or false? If false, what is the correct statement?

It is not important to involve farmers in extension programme planning. (2)

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2. Describe what methods you can use to involve farmers in programme planning. (3)

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3. Why is it important to engage other stakeholders to become involved in extension programme planning? (2)

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4. Fill in the missing words. (4)

Stakeholders can be engaged through _____ or by written _____. They can be offered material _____ for their input in the planning process. They may spontaneously want to become involved so that the programme can address needs that they have _____ in their context.

Total: 11 marks

Summative assessment: Unit 6

Answer the following questions in your own words. Write your answer in the space provided.

1. Explain the importance of stakeholder involvement in extension programme planning. (2)

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2. Explain what you need to do before you can set up an action plan for your programme and why. (5)

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3. Explain why it is important to involve farmers in programme planning and how you can engage them to become involved. (3)

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Total: 10 marks

Study unit 7: Time management

Session 7.1: Good time management and defining goals

Activity 7.1 Individual activity: Balancing time management

Answer the following questions in your own words. Write your answer in the space provided.

1. What is time management and why is it important in extension programme management? (2)

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2. Is this statement true or false? If false, what is the correct statement? (2)

Procrastination is the biggest time waster.

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3. Which of the following aspects of time management promote productivity in the workplace? Mark all relevant answers with an X. (3)

Delegation

Procrastination

Planning and organisation

Interruptions

Crisis management

Balancing time

Total: 7 marks

Session 7.2: Analysing energy allocation

Activity 7.2 Individual activity: Understand and ensure good energy flow

Answer the following questions in your own words. Write your answer in the space provided.

1. Describe what energy is in the context of the workplace? (2)

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2. How do you ensure good energy flow in the workplace? (3)

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3. Why is energy allocation important in the workplace? (1)

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Total: 6 marks

Session 7.3: Identifying personal style

Activity 7.3 Individual activity: Managing your time

Answer the following in your own words. Write your answer in the space provided.

1. Think of a project that you have recently completed. List your personal motivators to complete a task, e.g. salary, job satisfaction, sense of achievement, etc.

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2. Think of a project you recently worked on. Can you identify any areas where you did not plan and use your time well, e.g. planning, implementation, evaluation, etc.?

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3. What are the biggest time wasters that you are faced with in your work context, e.g. procrastination, interruptions, etc.?

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Summative assessment: Unit 7

Answer the following questions in your own words. Write your answer in the space provided.

1. List the biggest time wasters in the workplace and explain how you can minimise wasted time. (5)

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2. Why is energy flow important in the workplace? (3)

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3. Explain why it is important for you to define your goals, identify your strengths and your motivators. (4)

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Total: 12 marks

Study unit 8: Human resource management

Session 8.1: Human resource management functions

Activity 8.1 Individual activity: The function of HRM

Answer the following questions in your own words. Write your answer in the space provided.

1. What function does human resource management serve in globalisation? (2)

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2. Is this statement true or false? If false, what is the correct statement? (2)

HRM needs to adapt their approaches to adapt to the increasing diversity found in modern working environments.

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3. What management style is human resource management likely to use? (1)

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Total: 5 marks

Session 8.2: Legal implications of human resource management

Activity 8.2 Individual activity: Legal implications

Answer the following questions in your own words. Write your answer in the space provided.

1. Is this statement true or false? If false, what is the correct statement? (2)

Human resource management must perform their duties in keeping with employment law and employee rights at all times.

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2. Is this statement true or false? If false, what is the correct statement? (2)

Human resource management has a responsibility to inform an employee of their rights according to employment law.

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3. Briefly explain why labour relations is an important function of human resource management. (3)

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Total: 7 marks

Summative assessment: Unit 8

Answer the following questions in your own words. Write your answer in the space provided.

1. Is this statement true or false? If false, what is the correct statement? (2)

HRM has the task of monitoring staff turnover within an organisation.

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2. Explain why it is important for human resource management to monitor staff turnover. (4)

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3. What role does human resource management play in managing employee performance? (3)

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4. Is this statement true or false? If false, what is the correct statement? (2)

Human resource management only deals with employees in selected levels within an organisation.

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Total: 11 marks

Study unit 9: Coordination and control in agricultural extension management

Session 9.1: Organisational control

Activity 9.1 Individual activity: The concept and nature of organisational control

Answer the following questions in your own words. Write your answer in the space provided.

1. What is organisational control? (1)

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2. Is this statement true or false? If false, what is the correct statement? (2)

Organisational control does not make plans effective and causes the organisation to be inefficient.

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3. Fill in the missing words. (2)

Controls are a way of _____ the manager to problems. It helps them make better _____ because it gives them the _____ they need to make the necessary decisions to _____ the plan.

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Total: 5 marks

Session 9.2: The control process

Activity 9.2 Individual activity: Methods and obstacles of organisational control

Answer the following questions in your own words. Write your answer in the space provided.

1. List the components of the organisational control process. (4)

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2. Name the control method that keeps the organisation's activities consistent. (1)

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3. List the major obstacles for organisational control. (4)

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Total: 9 marks

Session 9.3: Principles of, and barriers to coordination

Activity 9.3 Individual activity: Aspects of coordination

Answer the following questions in your own words. Write your answer in the space provided.

1. List the types of coordination. (3)

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2. What is the advantage of coordination in relation to the pluralism in extension? (1)

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3. What are some of the barriers that can affect coordination? (3)

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Total: 7 marks

Summative assessment: Unit 9

Answer the following questions in your own words. Write your answer in the space provided.

1. Explain what external coordination is and give an example of this type that you might encounter in your work. (8)

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2. Fill in the missing words. The control process involves collecting _____ on organisational performance and then allocating, _____ and regulating _____ on a _____ basis to achieve the goals of an organisation.

Managers need to be aware of _____ within an organisation and it is the duty of management to _____ the performance standards to their employees. (6)

Total: 14 marks

Study unit 10: Management information systems

Session 10.1: Basic information system concepts

Activity 10.1 Individual activity: Digital aspects of an information system

Answer the following questions in your own words. Write your answer in the space provided.

1. What is the advantage of digital record storage in business? (1)

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2. Is this statement true or false? If false, what is the correct statement? (2)

Extension programmes can benefit from having websites.

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3. Explain the concept of e-business and why it can be beneficial to extension service provision. (4)

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Total: 7 marks

Session 10.2: Working with management information system staff

Activity 10.2 Individual activity: Ethical issues

Answer the following questions in your own words. Write your answer in the space provided.

1. Why is it important to protect electronic information? (2)

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2. What methods can be used to ensure the security of information systems? (3)

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Total: 5 marks

Session 10.3: Using computer applications systems in management

Activity 10.3 Individual activity: Using application software to solve business problems

Answer the following questions in your own words. Write your answer in the space provided.

1. Explain the differences between the different MIS tools. (6)

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2. How are MISs useful in extension organisations? (1)

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Total: 7 marks

Summative assessment: Unit 10

Answer the following questions in your own words. Write your answer in the space provided.

1. Explain what is meant by business information system components. (5)

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2. Explain the benefit of the e-business concept for extension service provision. (3)

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3. Fill in the missing words. (5)

Management has an _____ to protect _____ they work with and to ensure that the use of _____ products is done in an ethical way. The more _____ the information, the greater the need for _____ to be implemented.

Total: 13 marks

Study unit 11: Monitoring and evaluation

Session 11.1: Monitoring for effective management

Activity 11.1 Individual activity: The value of monitoring

Answer the following questions in your own words. Write your answer in the space provided.

1. List the four performance indicators used in the monitoring process. (2)

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2. Fill in the missing words. Monitoring means to _____ and check the _____ of a project over time. (1)

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3. Is this statement true or false? If false, what is the correct statement?

It is not necessary to know what the objectives of a project are to be able to monitor progress. (2)

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Total: 5 marks

Session 11.2: Evaluation for effective management

Activity 11.2 Individual activity: Managing effectively

Answer the following questions in your own words. Write your answer in the space provided.

1. Describe what the attainment of objectives model assumes. (1)

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2. Is this statement true or false? Is false, what is the correct statement? (2)

Value for money should reflect results that are valued by farmers as users of extension services.

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3. Fill in the missing words. (6)

_____ gives a basis for _____ and improving the extension programme. This process helps the extension agents determine the _____ to which they are _____ what they set out to do and gives them the _____ to make a report to the public about their activities or the value of a programme.

4. Is this statement true or false? If false, what is the correct statement? (2)

Receiving feedback or complaints in response to these progress reports ensures that the programme managers will be accountable to the stakeholders.

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Total: 11 marks

Summative assessment: Unit 11

Answer the following questions in your own words. Write your answer in the space provided.

1. What are the principles of monitoring and what requirement must be met for monitoring to be effective? (3)

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2. List the four performance indicators used to monitor progress. Give an example of each type of indicator and describe how you will be able to measure the quality of an indicator. (10)

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Post-assessment

The post-assessment is to be done once you have read through the module and completed all the activities. Compare your answers to those in the post assessment to identify where knowledge has been gained and where improvements can be made. Rate your knowledge on the topics on a scale of 1 to 5 by circling the corresponding number.

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		Low		High		
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2	I am able to explain the nature and scope of management.	1	2	3	4	5
3	I am able to describe extension programme types, need-driven programmes and the common features of extension programmes.	1	2	3	4	5
4	I am confident in my ability to identify key tools for extension programmes and programme planning.	1	2	3	4	5
5	I am able to identify different methods of organising and departmentalisation in extension organisations.	1	2	3	4	5
6	I understand the various theories of management and personnel management in extension organisations.	1	2	3	4	5
7	I am confident in my ability to motivate staff within my extension organisation.	1	2	3	4	5

		Question		Self-assessment				
				Low		High		
8	I am confident in my ability to manage coordination and control within a pluralistic system of extension.	1	2	3	4	5		
9	I understand the management information system and its role in organisational management.	1	2	3	4	5		
10	I am able to apply monitoring and evaluation tools for effective organisational management.	1	2	3	4	5		