Module 3: Agricultural Extension Programme Management

LECTURER GUIDE

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

Answer: Learner's own answer.

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.

1. What does management involve? (3)

Answer: Management involves giving direction and making decisions, formulating policies and plans, implementing the formulated policies and plans and monitoring them, and maintaining interpersonal relationships with subordinates, peers, other sectors, departments, organisations and superiors.

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

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

Answer: Production

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

Answer: Marketing

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

Answer: Financial

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

Answer: Personnel

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

Answer: There are a few basic principles of management that will determine a manager's success. A manager must have authority, discipline, be able to delegate, respect the chain of command and encourage their subordinates to show initiative in their work. A good manager will act fairly towards their employees, create an air of team spirit in the workplace and always act in the best interest of the organisation they serve regardless of their personal feelings.

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

Answer: Different levels of management will take responsibility for making decisions for different aspects of organisational operations. Depending on the size of an organisation, top management will usually have the most authority and responsibility. There is a chain of command between lower, middle and upper level management.

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

Answer: Different levels of management will take responsibility for making decisions for different aspects of organisational operations. Depending on the size of an organisation, top management will usually have the most authority and responsibility. There is a chain of command between lower, middle and upper level management.

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

Answer: The ability to plan well, the ability to delegate tasks, the ability to communicate well and the ability to motivate the people who report to them.

Total: 24 marks

Session 1.2: Functions of management

Activity 1.2 Individual activity: Improving efficiency

Answer the following in your own words:

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

Answer: The main function of management in an organisation is to give the organisation direction. A manager must use problem solving skills to set up a detailed action plan. They must also be able to coordinate the people responsible for implementing the action plan and be able to give feedback. A manager will be able to adjust the action plan from feedback they receive.

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

Answer: Upper level management is responsible for coordinating the various sectors within an organisation so that they work together harmoniously for the benefit of the organisation as a whole.

Total: 6 marks

Summative assessment: Unit 1

Answer the following questions in your own words.

1. Which management style is the best one for a good manager to use and why? (2)

Answer: The management style based on contingency theory, because the style will change to suit the situation making the manager flexible in managing any situation that presents itself.

2. What is the purpose of different levels of management in an organisation? (8)

Answer: Different levels of management are responsible for controlling and organising different aspects of organisation operations. Lower level management is responsible for resolving issues experienced by the employees who report to them. They report to upper management to give feedback about what is happening on the ground. Upper management is responsible for organising and coordinating the operations of the organisation as a whole and has the most decision making power. They are ultimately responsible for driving an organisation forward and are at the forefront of making decisions that can result in organisational change.

3. Discuss the management principles that are key to successful management. (10)

Answer: Good management relies on delegating tasks to increase productivity. A good manager will show authority when assigning tasks and take responsibility for their decisions. Where there is discipline there is proper conduct in interpersonal relationships and respect for authority within the organisation. Management must always act in the best interest of the organisation they serve and not make decisions for personal gain. Employees must be treated fairly and kindly in the workplace. It is important that managers stay neutral when dealing with their employees. A manager will benefit from encouraging their employees to show initiative in anything they do. This drive

to contribute will add new ideas to an organisation and keep the employees motivated to be productive. A good manager will make sure there is a sense of team spirit in the workplace. This refers to an environment in which co-workers develop a mutual understanding and trust, which helps them work together to get tasks done efficiently and on time.

Total: 20 marks

Study unit 2: Approaches to management strategies of extension organisations

Session 2.1: Publicly funded extension systems

Activity 2.1 Group activity: The relevance of publicly funded systems

Discuss the roles of different public agencies involved in extension activities in your country with your colleagues. List some of the roles you have discussed below.

Answer: Guide the learners in their discussion and give them time to write down their answers.

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.

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

Answer: Sasakawa Africa Association (SAA)

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

Answer: The volunteer organisations offer a vast number of different programmes for different sectors of agriculture.

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

Answer: They are not evenly distributed across the country. Some areas have much competition between organisations whereas other areas do not have any programmes available to them.

Total: 4 marks

Summative assessment: Unit 2

Theoretical assessment

Answer the following questions in your own words.

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

Answer: Publicly funded extension systems are funded by national or local government departments and the extension workers are government officials paid by the state. Privately funded extension systems are funded either in part by government subsidies or by private organisations and members of farmers' associations. Extension workers provide services to clients for a fee.

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

Answer: Pluralistic service provision allows for extension workers and farmers to have access to current research and technology that can improve productivity and increase income. Experts in a wide range of fields share their knowledge and extension service providers are responsible for getting this knowledge to the people who can benefit from it.

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

Answer: Private organisations such as companies, NGOs and volunteer organisations have the advantage of access to a greater pool of resources to make an impact in a community. Cost sharing systems enable the farmers who cannot afford to pay full service fees to have access to services that benefit them. Publicly funded extension systems are limited by budget restrictions and internal policy that make efficient service provision challenging.

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

Answer: The increasing need for mobility and the resulting increase in the running costs of the system paired with limited available funding caused this system to fail because it was not financially sustainable.

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.

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

Answer: Leadership is important in an organisation because it gives the organisation direction. It is important for extension managers to understand leadership so that they know how their decisions can influence moving their organisation and its beneficiaries forward.

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

Answer: An autocratic leader makes decisions without consulting their team.

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

Answer: No.

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

Answer: The manager gave the employee clear instructions about their deadline. The task was assigned to the employee because they have the skills and capability to complete the task. If the employee perceives that they are valued in their workplace they will approach the task with enthusiasm.

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.

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

Answer: In a group there will be a leader who takes control of the decision making in the group and is responsible for directing how the group approaches completing a task. There are the followers in the group who are happy to do what the leader assigns them to do. There are the people who have strong personalities and who may compete for the chance to lead. The team leader needs to be aware of their team's strengths and limitations when delegating tasks.

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)

Answer: True.

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

Answer: The different leadership styles are: autocratic leaders, democratic leaders and non-interventionist (laissez-faire) leaders.

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

Answer: The best type of leader is one who can adapt their leadership style to suit the task and type of people they are managing.

Total: 10 marks

Summative assessment: Unit 3

Answer the following questions in your own words.

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

Answer: The advantages of diversity in a group are that it is good for generating creative approaches to problem solving and there will be many different options to choose from when faced with a challenge. The disadvantage of diverse personalities within a group is that there may be conflicting ideas which can disrupt the harmony in a team.

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

Answer: Motivation is the will or desire to achieve a goal. It is one of the most important concerns within extension organisations because how you motivate your team as a manager will determine how well and how quickly the given tasks are completed.

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

Answer: An autocratic leader makes decisions without consulting their team. This is the leadership style best suited to situations where quick decisions are needed, or when input from your team is not necessary for a successful result.

A democratic leader encourages their team to give input in the decision making process. This is the preferred leadership style for situations where the team's agreement is vital to a successful result.

A laissez-faire or non-interventionist leader will not interfere. This leadership style is appropriate when the team is highly motivated and able to get things done without much supervision.

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.

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

Answer: An extension programme is an all-inclusive set of activities designed with a target client base in mind that focuses on the continuous education and development of clients. The educational component is meant to generate specific outcomes for the client base.

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.

*Answer: Programme planning starts with a **situation analysis** to identify issues. It then uses a programme objective to find a **solution** to those problems. Programme **implementation** moves the solution into actuality. **Evaluation** 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 **readjust** 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.

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

Answer:

- *Always make decisions based on data and facts.*

- *Seek out stakeholders that will understand the issues you face.*

- *Set specific targets and goals to ensure planning covers all aspects of what you intend to achieve at the end.*

- *Identify and understand root causes of the problems you intend to address.*

- *Always aim for sustainable and lasting change within a community.*

- *Prepare to evaluate your progress and adjust or refine the plan on a continuous basis.*

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

Answer: There are reactive and proactive extension programmes. Reactive extension programmes are designed to address a specific need in an organisation or community. Proactive extension types are designed to improve a situation in an organisation or community by actively driving change.

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.

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

(8)

Answer:

- *Engage stakeholders in dialogue*
- *Conduct a situation analysis*
- *Develop programme goals and objectives*
- *Develop programme logic model*
- *Develop educational programme, approach, and materials*
- *Deliver the programme*
- *Evaluate, analyse, and report*
- *Learn, modify, and improve*

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)

Answer: True.

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

Answer: Proper planning will give the programme a better chance of making the most impact with the resources available.

Total 11: marks

Summative assessment: Unit 4

Answer the following questions in your own words.

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

Answer: The process of programme planning, when considered as a cycle, begins with situation analysis, finds a solution to identified problems, moves the solution into actuality through programme implementation, makes a continuous study of how successful the extension methods have been and then uses the feedback as a basis to readjust the extension programme.

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

Answer: The programme logic model is the foundation for programme planning because it encourages systematic thinking to address critical questions that will guide you in how to deliver and refine a high quality programme that has a good chance of creating lasting change.

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

Answer: The aim of extension programme planning is to design a programme that will bring lasting change to the target clients it serves.

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.

Answer: False. Careful step-by-step planning is essential to make sure all the client needs are identified and addressed.

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.

1. Why is organisational change necessary? (1)

Answer: Change in an organisation can help the organisation adapt to changing circumstances in order for it to survive.

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

Answer: Management is the leader of an organisation and is responsible for driving the transition process through making the necessary decisions. Management will need to communicate their intention to make changes with the relevant stakeholders.

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

Change is necessary for growth and development.

Answer: True.

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

Change is an easy and comfortable process.

Answer: False. Not all change is comfortable and resistance to change can result in conflict.

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.

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

Answer: Conflicts can arise when management has to inform their employees of the proposed changes in staff structure, or if the changes affect the stakeholders who are invested in the organisation.

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

Answer: Good communication is the most important tool in conflict management because when people understand exactly what to expect they will be less anxious about accepting the changes.

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

Answer: Determine the level of influence stakeholders have and communicate with them accordingly. If possible, meet with them in person to discuss any concerns they may have related to the proposed changes and highlight how the changes can benefit them to gain their support.

Total: 7 marks

Summative assessment: Unit 5

Answer the following questions in your own words.

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

Answer: During organisational change there may be a need for restructuring. This can mean cutting down on staff numbers, or transferring staff to different departments or offices in a different location. It can also mean abandoning any project that is not making a meaningful impact for the resources that have been invested in it. Organisational change and restructuring can affect stakeholders who have invested in the organisation itself, or are invested in projects run by the organisation.

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

Answer: Management takes the role of a leader in an organisation. This means that a manager will be in the position to have to drive the transition process by making the right decisions. They may have to make decisions to abandon certain projects that are no longer beneficial to the organisation, or that may not be financially sustainable.

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)

Answer: The discomfort of facing a new way of doing things can result in resistance to change and conflict. A manager must be confident in their ability to manage and must take responsibility for driving the change process. Good communication, respect and staying calm in a conflict situation will help to manage and diffuse the situation.

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.

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)

Answer: False. Involving farmers in the planning and decision making processes will allow you to gather better information about the needs that the programme must address. It will also keep them motivated to actively implement the proposed programme steps in order to make the changes that will benefit them.

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

Answer: Farmers can be engaged to participate in programme planning during farm visits or field days. They can be encouraged to sign up to participate through social media, radio or notice board advertising.

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

Answer: Stakeholders who are connected to markets or industry will be able to give helpful input on how to practically address the specific needs of the target clients. They can also commit to support the implementation of the programme if they are given the opportunity to be involved in the planning of the programme.

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.

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

Total: 11 marks

Session 6.2: Tools in programme planning

Activity 6.2 Individual activity: Identify and apply programme planning tools

Answer the following questions in your own words.

1. Explain the important things you will need to do that will influence your extension planning approach? (5)

Answer: Before you plan your programme you must do a needs assessment to identify which problems need to be addressed and identify which needs must be prioritised. Resource mobilisation will help you determine what resources are available to the community that the programme is designed for. It will also help identify if gender-based approaches to meeting programme objectives should be planned for.

Total: 5 marks

Summative assessment: Unit 6

Answer the following questions in your own words.

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

Answer: Stakeholders who are connected to markets or industry will be able to give helpful input on how to practically address the specific needs of the target clients. They can also commit to support the implementation of the programme if they are given the opportunity to be involved in the planning of the programme.

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

Answer: You will need to do a needs assessment and take stock of what resources are available to your target client. This is so that you can identify the needs that need to be addressed by the programme, and which needs need to be addressed first. Resource mobilisation will allow you to design your plan around what resources are available to realistically address the needs. It will also allow you to plan for any gender-based approaches you will need to use for the programme to be successful.

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

Answer: Farmers who are involved in the planning of an extension programme will help make it more effective to meet their needs. They will also be more likely to be motivated to implement the steps needed to make the changes they need. This way they take responsibility for their own upliftment and will ensure the programme is successful in making a long lasting impact.

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.

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

Answer: Time management involves allocating a realistic amount of time to an individual task. The reason you allocate a timeline to tasks is that you will be able to track your progress and determine if you are effectively using the time you have available to you, or if there are tasks that you could be completing in less time than you have been doing.

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

Procrastination is the biggest time waster.

Answer: True.

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

Answer:

Delegation X

Procrastination

Planning and organisation X

Interruptions

Crisis management

Balancing time X

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.

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

Answer: Energy refers to the emotional, physical, mental and spiritual well-being of your employees.

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

Answer: Delegate tasks to those who are most able to do them given their skills and time availability. Analyse time usage for the given tasks to make sure that time is being fairly allocated to each task and not wasted. Analyse how energy is allocated in the workplace and make sure that your employees have enough time available to engage in activities that will renew their energy.

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

Answer: If employees maintain a good energy flow they will be motivated to engage in their work with enthusiasm and focus.

Total: 6 marks

Session 7.3: Identifying personal style

Activity 7.3 Individual activity: Managing your time

Answer the following in your own words.

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.

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.?

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

Summative assessment: Unit 7

Answer the following questions in your own words.

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

Answer: Lack of planning and organising, lack of delegation, procrastination and constant interruptions. By writing out an action plan and delegating tasks you will be able to minimise the amount of time that is wasted.

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

Answer: Energy is a renewable resource. When employees are given enough time to pursue activities that have a positive effect on their well-being they will be more enthusiastic and focused in their work.

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

Answer: Defining your goals will give you direction and guide you in how you need to allocate your time to achieve the goal. When you identify your strengths and motivators you will be able to get a better idea of how to allocate your time to tasks. Those tasks that you are not so strong in, or that you do not enjoy doing, will need to be allocated more time to be completed. When you enjoy something you will be motivated to start it immediately and you will waste less time when working on it.

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.

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

Answer: Human Resource Management (HRM) is responsible for training employees sufficiently to be able to adapt and perform under international conditions. HRM is also responsible for recruiting and hiring staff to add value to international organisations.

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.

Answer: True.

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

Answer: HRM is likely to use a people-oriented management style.

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.

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.

Answer: True.

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.

Answer: True.

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

Answer: Labour relations is important in managing the terms and conditions of employment within an organisation. It aims to create and maintain good working relationships between management and their subordinates. It is also important in creating productive working environments and ensuring fair treatment of staff.

Total: 7 marks

Summative assessment: Unit 8

Answer the following questions in your own words.

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.

Answer: True.

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

*Answer: Human resource management needs to analyse if staff
turnover is happening at an acceptable rate. If it is too high
they need to explain why people are not staying employed in an
organisation. This is linked to job satisfaction and enrichment.
If employees are leaving because they are unsatisfied in the
workplace, it is the duty of HRM to investigate how they can
improve job satisfaction moving forward to increase staff retention.*

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

*Answer: Part of HRM is firing and supervising all employees.
Performance appraisals are a method of assessing if
an employee is performing satisfactorily within their
job according to the organisation's objectives. It can
determine whether they should be promoted, rewarded
with a bonus, transferred to another department or office
or fired.*

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.

Answer: False. Human resource management deals with employees on all levels within an organisation.

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.

1. What is organisational control? (1)

Answer: Organisational control is the process of establishing and maintaining authority over all subordinates and throughout all chains of command in an organisation.

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.

Answer: False. Organisational control makes plans effective and allows the organisation to achieve their goals in an efficient way.

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.

*Answer: Controls are a way of **alerting** the manager to problems. It helps them make better **decisions** because it gives them the **information** they need to make the necessary decisions to **adjust** the plan.*

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.

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

Answer: Gathering information about the organisation's performance, allocating, evaluating and regulating resources on a continuous basis to achieve the goals of an organisation.

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

Answer: Policies and procedures.

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

Answer: A lack of resources, ineffective measuring techniques, a time lag in information flow and a limited capacity to analyse information.

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.

1. List the types of coordination. (3)

Answer: Internal coordination, external coordination, vertical coordination, horizontal coordination, procedural coordination and substantive coordination.

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

Answer: When there is coordination between private and public sector organisations, they can pool their financial and human resources and reach more of their target clients with service delivery than they would have been able to do on their own.

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

Answer: Lack of commitment and support of senior management, lack of financial and human resources, no clear terms of governance or accountability.

Total: 7 marks

Summative assessment: Unit 9

Answer the following questions in your own words.

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

Answer: External coordination deals with coordination between community, government, investors, customers, suppliers and research institutions. For this to be successful, the organisation's policies and activities must be in line with those of the external organisations they want to work with. An example in the field would be the coordination between communities, government, research institutions and investors that form part of the pluralistic extension service system.

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)

*Answer: The control process involves collecting **information** on organisational performance and then allocating, **evaluating** and regulating **resources** on a **continuous** basis to achieve the goals of an organisation.*

*Managers need to be aware of **performance standards** within an organisation and it is the duty of management to **communicate** the performance standards to their employees.*

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.

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

Answer: Digital storage is convenient because it requires physically less space than volumes of paper files and it can be accessed immediately without much effort when needed.

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

Extension programmes can benefit from having websites.

Answer: True.

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

Answer: E-business, where a company buys and sells their products and services through the Internet, is convenient in agricultural extension service provision because it creates an opportunity to give technical support to farmers at the moment they need it, provided they have access to the Internet. It saves time and money on sending an advisor into the field for small things. It also allows extension information from other countries to be accessed across the globe.

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.

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

Answer: Organisations have an ethical and legal obligation to protect the privacy of their employee, supplier and customer information. When e-commerce is practiced, the organisation has an ethical and legal obligation to protect their customer's financial information against computer fraud.

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

Answer: Files containing sensitive information can be password protected. Communication networks can be password protected to limit unauthorised access to the organisation's confidential information. Computers should be protected from viruses, spyware and malware by using up to date antivirus software with high protection levels.

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.

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

Answer: Transaction Processing Systems (TPS) are used by an organisation to record and document all the routine, recurring business transactions and see if there are trends that occur. Operation Information Systems (OIS) are used to plan and schedule production functions, and are usually used where products are manufactured to monitor stock levels and efficiently allocate human resources to a task. Decision Support Systems (DSS) are used by top management to make managerial decisions. These analysis systems use computers, computing tools and mathematical and scientific models.

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

Answer: Production data recorded by farmers who receive technical support from extension organisations can be a valuable source of feedback used to evaluate the impact and success of implementation of an extension programme.

Total: 7 marks

Summative assessment: Unit 10

Answer the following questions in your own words.

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

Answer: The components of a business information system are hardware, software, communication networks and storage components. Hardware refers to physical machines such as computers, laptops, printers, etc. Software refers to the programmes or applications that are run on the hardware components for specific purposes. Communication networks refer to the workplace intranets, where all computers in an office are linked on a network and all employees can share information with one another directly from their computers or smartphones. It includes email, wireless networks (WiFi), telephones and Internet connections. Digital storage is convenient because it requires physically less space than volumes of paper files and it can be accessed immediately without much effort when needed. Information can be stored on USB flash drives, external storage devices or even in a central server within an organisation.

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

Answer: The e-business concept is convenient in agricultural extension service provision because it creates an opportunity to give technical support to farmers at the moment they need it, provided they have access to the Internet. It saves time and money on sending an advisor into the field for small things. It also allows extension information from other countries to be accessed across the globe.

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.

*Answer: Management has an **ethical obligation** to protect **information** they work with and to ensure that the use of **software** products is done in an ethical way. The more **sensitive** the information, the greater the need for **security measures** 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.

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

Answer: Input, effect, output and impact.

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

*Answer: Monitoring means to **observe** and check the **progress** of a project over time.*

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)

Answer: False. The objectives of a project will give you targets to achieve, so that you will be able to measure if there is progress or not.

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.

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

Answer: The attainment of objectives model assumes that the programme's success depends on achieving the outcomes compared to the original goals and objectives.

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.

Answer: True.

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.

*Answer: **Evaluation** gives a basis for **adjusting** and improving the extension programme. This process helps the extension agents determine the **degree** to which they are **accomplishing** what they set out to do and gives them the **opportunity** 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.

Answer: True.

Total: 11 marks

Summative assessment: Unit 11

Answer the following questions in your own words.

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

Answer: The principles of monitoring state that the information gathered should be used in decision making. There needs to be constant reference back to a standard or base value to determine if progress is happening. If there is no baseline to refer to, a pilot project should be done to establish a reference value.

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)

Answer: Input, effect, output and impact are performance indicators that you monitor (2). They are measurable indicators of progress. Inputs include things like time the staff put into a project (1). Effects are the results of the changes that were made. (1) Outputs will be the things like training days and advisory services delivered by an organisation. (1) Impact refers to the long-term changes that happen as a result of a programme or intervention. (1)

The validity, reliability, relevance, sensitivity, specificity, timeliness and cost effectiveness of an indicator will determine how good the indicator is in monitoring progress. (4)

3. List all the steps you need to follow for good evaluation.　(8)

Answer:

- *Choose an extension project or activity.*

- *Find out more about the background of the target clients.*

- *Analyse the extension teaching methods.*

- *Drawing up an action plan.*

- *Determine sample sizes and collect data.*

- *Arrange and edit the collected data.*

- *Interpret the facts.*

- *Plan how to use the findings to improve the programme or make decisions.*

Total: 21 marks

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.

	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
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

Answer: Learner's own answer.