

Facilitating and Learning Materials

NATIONAL CERTIFICATE LEVEL 2

TRADE AREA:

CASHEW VALUE CHAIN

UNIT 11:

AGRIBUSINESS MANAGEMENT



This publication has been produced with the assistance of the Ghana Skills Development Initiative (GSDI) III, a project implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in cooperation with the Council for Technical and Vocational Education and Training (COTVET) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), co-funded by the European Union (EU) and the Swiss State Secretariat for Economic Affairs (SECO). The contents of this publication are the sole responsibility of GIZ and COTVET and can in no way be taken to reflect the views of the stakeholders.



Content	Page
Introduction	5
LO 1 Demonstrate knowledge of agribusiness management	6-11
a) Explain management in agribusiness	
b) State the importance of managing an agribusiness	
c) Explain functions of agribusiness management	
d) Explain principles of agribusiness management	
e) Explain types of management styles in agribusiness	
LO 2 Demonstrate knowledge of resource management in agribusiness	12-13
a) Explain resource management in agribusiness	
b) Explain the importance of resources management	
c) Explain types of resources for an agribusiness	
d) Explain steps in resource management in agribusiness	
LO 3 Demonstrate knowledge for sourcing for inputs in agribusiness	14-18
a) Explain inputs sourcing in agribusiness	
b) State the importance of sourcing for inputs	
c) Explain the methods of sourcing	
d) Explain challenges in sourcing for inputs	
e) Develop strategies for overcoming challenges in sourcing for inputs	
f) Purchase inputs for agribusiness	
LO 4 Demonstrate knowledge of supply chain management in agribusiness	19-23
a) Explain supply chain management in agribusiness	
b) Explain importance of supply chain management	
c) Explain types of supply chain management	
d) Explain processes of supply chain management	

LO 5 Demonstrate knowledge of problem solving in an agribusiness 24-31

- a) Explain problem solving
- b) State importance of solving a problem
- c) Explain steps in conflict resolution
- d) Explain steps in problem-solving
- e) Explain types of problem-solving tools
- f) Solve a problem using problem solving technique in agribusiness

6 References

32

Table of Learning Outcomes (LOs)

LO 1	Demonstrate knowledge of agribusiness management
LO 2	Demonstrate knowledge of resource management in agribusiness
LO 3	Demonstrate knowledge of sourcing for inputs in agribusiness
LO 4	Demonstrate knowledge of supply chain management in agribusiness
LO 5	Demonstrate knowledge of problem solving in an agribusiness

Introduction and preliminary notes



There are a lot of challenges that agribusinesses face when trying to increase the profit from products and services. The main objective of any business is to make profit and this will only be achieved through an effective and efficient use of available resources.

Planning and organizing resources to achieve this goal can be difficult and sometimes can seem impossible. Challenges can include problem solving, innovation, struggles with doubt and uncertainty, understanding of the markets and gathering information.

Management of resources is vital to a profitable agribusiness. Resources in agribusiness include things such as time, machine and equipment, human and land to run the business.

On completion of this unit, you will be able to demonstrate knowledge of agribusiness management; resource management; sourcing for inputs; supply chain management; and of problem solving in agribusiness.

LO 1: Demonstrate knowledge of agribusiness management

PC (a) Explain agribusiness management



Management refers to the series of activities of efficient and effective use of the resources in the running of the business. Resources such as time, human, material, machinery and equipment in the agribusiness need to be well planned, organized and controlled to achieve your desired target or objective in the agribusiness.

PC (b) State the importance of managing an agribusiness

Proper management results in smooth, effective and efficient running of the agribusiness. This is vital for maximising profits. Management is important for the following reasons:

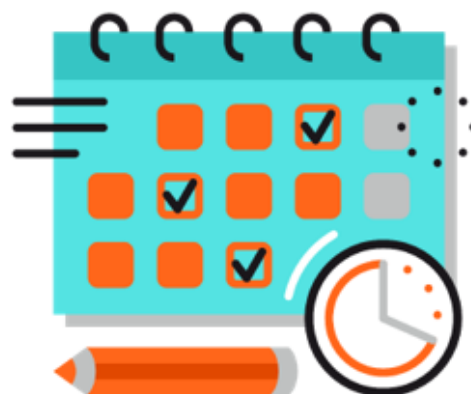
1. **Optimum Utilization of Resources:** All resources need to be managed in such a way that they are used to their full potential to maximize on outputs to gain profit.
2. **Competition:** Managing competitive strength in your agribusiness will enable you to develop and expand your assets and profits by outcompeting your competitors.
3. **Industrial Relations:** Having good management over industrial relations ensures better life and welfare to your employees. This raises their morale through suitable incentives which will then enhance productivity.
4. **New techniques:** Managing your business well, will help you to facilitate the introduction of new machines and new methods in the conduct of agribusiness activities. It also brings useful technological developments and innovations in the agribusiness.
5. **Expansion:** Expansion and growth are possible through efficient and effective management of your agribusiness resources.

6. **Smooth Operations:** Good management ensures smooth, orderly and continual functioning of your agribusiness over a long period which raises the efficiency, productivity and profitability of the agribusiness.

PC (c) Explain functions of agribusiness management

1. Planning:

Planning is the primary function of managing resources available to your business. It is the starting point of management process and all other functions of managing in your agribusiness are dependent on it. Planning is the key to your success as an agripreneur because it helps you to see the future problems and possible solutions. It also involves series of steps.



2. Organizing:

When having successfully planned how to manage your agribusiness on paper, it is very important to arrange the needed resources together and use them properly for achieving the objectives. Organizing means arranging ways and means for the execution of your management plan of the agribusiness.

3. Staffing:

Staffing refers to manpower required for the execution of the agribusiness plan. Staffing as managerial function, involves recruitment, selection, appraisal, remuneration and development of personnel for the successful running of your agribusiness.

4. Directing:

Guiding and instructing people to do the work in the right manner is very necessary for managing your agribusiness successfully. Directing is a very comprehensive process. It involves you instructing as well as raising the confidence of your workers to achieve the set objective in the agribusiness.

5. Controlling:

Controlling is the ordering or directing of your workers and departments in the agribusiness so as to avoid or limit wrong actions and activities that will prevent the efficient and effective use of available resources in your agribusiness.

PC (d) Explain principles of agribusiness management

1. **Division of labour:** This means that work should be divided among individuals and groups to ensure that effort and attention are focused on special portions of the task to achieve the objective of the agribusiness.

2. **Authority:** The power and responsibility to give orders should reside with only a few people and should not be diluted.

3. **Discipline:** Every successful achievement in life requires discipline. Without discipline nothing can be done right in an agribusiness.

4. **Unity of command:** Authority flows down the chain only when there are a limited number of people associated with the authoritative person. To maintain command, there is a hierarchy.

5. **Unity of direction:** Once unity of command is achieved and you have a complete hierarchy, where everyone knows who they are reporting to, and they are ready to do the leaders bidding, then it is time to implement unity of direction. It is like the famous saying “United we stand, divided we fall”. This is one of the principles of management applicable to all businesses, regardless of their size.

6. **Subordinate interests:** To manage and coordinate with people, you have to understand their interests first. The focus of the business is on individuals who are giving their all to the agribusiness. But, you have to ensure that the interest of the agribusiness lies above the interest of the individual.

7. **Remuneration:** When you are expecting your employees to be disciplined, you want unity of direction and command, then you have to remunerate the employees so that they are less likely to shift to the competition and more likely to concentrate on the jobs they have in hand. Employees should be remunerated fairly to keep their motivation levels high. This remuneration may be monetary or non-monetary. The monetary compensation includes incentives, bonus or other financial compensation. The non-monetary compensation may include rewards or recognition.



8. **Centralization:** Centralization is the amount of control that is lying with people in an agribusiness. If there are select group of people who have control, then this is known as centralization. On the other hand, if there are a higher percentage of people in the agribusiness having control, then this is known as decentralization. Agribusinesses have to balance centralization and decentralization both.
9. **Scalar chain:** There should be a clear line of authority in the agribusiness so that when you have to “Escalate things” then you know the line of authority. When you are facing emergencies or calamities, you should know who to go to, if your immediate boss doesn’t resolve your queries.
10. **Initiative:** Agribusiness managers must take new action or movement, often intended to solve serious problems that will affect the smooth management of the business. Agripreneurs should take important steps to encourage worker initiative as an additional work activity undertaken through self-direction in achieving the objective of the agribusiness.
11. **Order:** For the sake of maximum use of all materials and people related to a specific kind of work, employees need the right equipment and the right procedure to ensure order is maintained at all times.
12. **Equity:** Everyone should be treated equally and no preference should be given in an agribusiness. Many a times, the most common complaint of employees is that a different employee was preferred over them for promotion or better remuneration. However, a fair agribusiness is the one which maintains equity amongst everyone. For this, having the right culture in the agribusiness is absolutely important. If the company is ethical, equity will automatically be maintained.
13. **Stability of tenure:** One of the critical things in principles of management was stability of tenure, or retention of employees. An agribusiness has a better chance to grow faster if its employees are stable. Naturally, if there is high loss of employees in the agribusiness, then there will be a lot of time wasted in training and development, costs will go up and stability of tenure will not be observed.

14. **Esprit de corps:** Esprit de corp is defined as a feeling of pride and mutual loyalty shared by the members of a group. And that’s exactly what you have to target for if you want to achieve success.



PC (e) Explain types of management styles in agribusiness

1. **Autocratic:** This is where the manager makes decisions on their own or unilaterally. There is little to no influence in the decision making from other people in the agribusiness.



2. **Consultative:** The focus of this style is on using the suggestion of others based on their skills and experiences in agribusiness as well as the ideas of others in the business. This manager does not make major decisions without first getting suggestion from those that will be affected. However, the manager has the final decision and say.



3. **Laissez-faire:** This is where the manager takes more of a hands-off approach by only providing guidance when it is needed. Workers are allowed to let their own ideas and creativity to develop successfully in their specific areas.



4. **Persuasive:** A persuasive manager maintains control over the entire decision-making process. The employees will provide input but will have to persuade the manager if they want to make any contributions to final decisions. The benefits to the decisions will have to be presented to the manager before the decisions will be made. This style is similar to an autocratic style but the manager does receive some input from the employees



5. **Democratic:** The employees are included and take part in decision-making, and thus everything is agreed upon by the majority. The communication goes in both directions (from employees to leaders and vice versa).



6. **Paternalistic:** This is where the manager treats his employees with care and concern and is more like a father figure to the employees. There is interest in how happy workers feel. The employees are consulted with over issues and their feedback or opinions is listened to. There is trust and loyalty between the employees and the manager.



Self-assessment

PC (a)

Explain what management in agribusiness is.

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PC (b)

Explain why managing your agribusiness is important

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PC (c)

List three (3) functions of agribusiness management

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PC (d)

List five (5) principles of agribusiness management

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LO 2: Demonstrate knowledge of sourcing for inputs in agribusiness

Resources are any supply or support that you can use to perform an activity to. In agribusiness resources are the finances, land, materials, time, equipment and labour you use to provide a product or service.

PC (a) Explain resource management in agribusiness

Resource management can therefore be understood as the efficient and effective use of these resources. The main objective of managing your resources is to create product or services with commercial value in order to gain profit.



PC (b) State the importance of resources management

Managing resources is vital to an agribusiness. The key benefits include an increased revenue due to enhanced productivity and decrease in waste, conflict resolution due to efficient and effective systems which result in employee and customer satisfaction and a reduction in costs.

Managing your resources efficiently and effectively will also ensure:

1. A consistent method of identifying, acquiring, allocating, and tracking resources to complete work **on time** and **within budget**.
2. Grouping your resources to improve the effectiveness and efficiency of the workforce in delivering the products or services in the agribusiness. All the resources are organized in such a way as to facilitate their integration to achieve the set goals.
3. Planning efforts that incorporate use of all available resources from all levels of government, nongovernmental organizations and the private sector are successful.

PC (c) Explain types of resources for agribusiness

- Labour
- Capital information
- Expertise

PC (d) Explain steps in resource management in agribusiness

1. Determine Required Resources
2. Acquire Resources
3. Manage Resources
4. Control Resource Usage

Self-assessment task

PC (a)

Explain the term resource management.

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PC (b)

Briefly explain the importance of managing your agribusiness

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PC (c)

Define and explain 3 types resources you will need to manage well in your agribusiness to increase your productivity.

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PC (d)

List the steps in resource management

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LO 3: Demonstrate knowledge of sourcing for inputs in agribusiness

PC (a) Explain inputs sourcing for agribusiness

The different ways in which you get supplies from whichever area or location is called sourcing. It is the process of obtaining your inputs to provide products or services.

State the importance of sourcing for inputs

Sourcing for inputs is critical for the running of the agribusiness as supplies will always be needed in order to provide products or services to sell for your agribusiness to profit, some of the key benefits of sourcing for inputs are:



1. Building stable supply partnerships and combining these partnerships to have repeat business.
2. Enables negotiation for lower prices when buying in bulk or making high-volume purchases. Resulting in the reduction of the cost of goods and services for your agribusiness.
3. Decisions become based on analysis and market intelligence rather than personal opinions and preferences due to the need for a conduction of a market analysis before sourcing can be done

PC (c) Explain the methods of sourcing

There are 2 main types of sourcing namely **competitive** and **non-competitive sourcing**. Most kinds of sourcing are competitive unless there is a captured market in which there is no competition. The following are methods of sourcing:

1. **Bidding and tendering:** A tender is an official document of a proposal for a supply of goods or services and the bid is the offered amount for the tender. There is a lot of negotiation in the bidding and tendering process, it usually involves making deals that all parties are satisfied with while competing with others.
2. **Sole sourcing:** This is where you buy from a single supplier. This can be the case if there is no competition or if there is a strong relationship with the supplier such that the prices of the products are cheaper and quality is not lost.
3. **Direct purchase:** This is purchasing a product or service straight from the suppliers. You don't need to pay any broker fees or commissions as it is direct from the supplier.



4. **Contract farming:** This is when agricultural production is carried out according to an agreement between a buyer and a farmer. It usually involves the buyer specifying the quality and quantity required at a set price, with the farmer agreeing to deliver at a future date.

5. **Out-grower scheme:** This is an agreement with growers or landholders to provide you with the needed inputs for your agribusiness to grow and develop.



PC (d) Explain challenges in sourcing for inputs

There are many challenges that agripreneurs when they are sourcing for inputs. Identifying and doing problem solving to overcome these challenges will help you to minimize risk and increase profit. Remember: each agribusiness will have its own difficulties.

Some of the challenges faced in sourcing for inputs are:

1. **Costs:** When sourcing inputs there will be situations where a lower price cannot be negotiated or complications arise that result in unexpected costs.
2. **Lack of information or knowledge:** Obtaining inputs cannot happen without having knowledge of what input is needed, suppliers, market trends or trade routes.
3. **Lack of storage or facilities:** If there is limited storage space or a lack of facilities then it will make storing the inputs more difficult. The best deals are often made in bulk.
4. **Limited access to markets:** Agribusinesses are often located far from the source of agricultural inputs and/or buyers, this is made more difficult by poor transport routes and links and available resources, making it hard to purchase inputs or gain access to market to sell outputs.
5. **Fragmented:** While some agripreneurs are a part of producer organisations or cooperatives, many do not have an outlet to work together with other producers. This puts them in a weak position for negotiating with sellers of inputs, and/or with buyers of their products, and also limits their access to training. This fragmentation can make it difficult for agribusinesses to find an appropriate point of engagement for sourcing opportunities.



PC (e) Develop strategies for overcoming challenges in sourcing for inputs



Situation: You have started working in the agricultural sector and have been requested by your employer to develop strategies for overcoming challenges in sourcing for inputs.

Instructions:

1. Develop strategies for overcoming challenges in sourcing for inputs

Performance Criteria:

1. Strategies are considered and developed based on challenges
2. Preventative measures are taken into consideration for future challenges
3. The task is understood

PC (f) Purchase inputs for agribusiness



Situation: Now that you have developed strategies for overcoming challenges in sourcing for inputs, you have been requested by your employer to purchase inputs for the agribusiness

Instructions:

1. Determine your budget
2. List what is required and needed
3. Purchase inputs

Performance Criteria:

1. Budget is correctly drafted and determined
2. Inputs are purchased

Use the checklist to follow the stated steps in developing strategies for overcoming challenges in sourcing for inputs. Rate your own performance critically and honestly after you have completed each activity.



Excellent



Okay



Try Again

Daily PM Activities	Rate
1. Strategies are considered and developed based on challenges	
2. Preventative measures are taken into consideration for future challenges	
3. The task is understood	

Use the checklist to follow the stated steps in purchasing inputs for agribusiness. Rate your own performance critically and honestly after you have completed each activity.



Excellent



Okay



Try Again

Daily PM Activities	Rate
1. Budget is correctly drafted and determined	
2. Inputs are purchased	

Self-assessment

PC (a)

Briefly explain what input sourcing is.

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PC (b)

Explain why input sourcing is necessary.

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PC (c)

Explain challenges in sourcing for inputs

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PC (d)

State and explain three obstacles that you are bound to face when you are sourcing for inputs.

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LO 4: Demonstrate knowledge of supply chain management in agribusiness



PC (a) Explain supply chain management in agribusiness

Supply Chain Management is the management of all the processes from the suppliers to the end user. It is the control of all the materials that will be wanted or needed. This is often in large quantities over a long period of time (such as buying in bulk from a supplier or delivering in bulk).

PC (b) Explain the importance of supply chain management

Supply Chain Management involves every process of the agribusiness and it is therefore vital for the sustainability and profitability of the business. Supply Chain Management is important for the following reasons:

1. **Financial position:** Managing the processes effectively results in the adequate input sourcing, production and output delivery and ultimately this serves as the basis for the flow of money in and out of the business. There needs to be a supply chain flow for there to be a good flow of money.
2. **Efficiency:** Increasing inventory turns, managing receivables and payables, minimizing days of supply in inventory offer you the ability to properly diagnose problems, work around disruptions and determine how you will efficiently move products or services in your agribusiness.
3. **Customer service:** It improves your service to customer by delivering to them the right product at the right time and at the right location, which in turn increase your sales in the agribusiness. This directly impacts your profitability.



PC (c) Explain types of supply chain management

There are two main types of supply chain management: **supply chain planning and supply execution**:

1. **Supply chain planning management:** This is the planning of your agribusiness.

Some of the planning functions involve:

a. Forecasting demand for specific product or service and preparing a sourcing and manufacturing plan for those products or services you need for your agribusiness.

b. Estimating the quantity of the product you want to produce in a given time period.

c. Deciding where your raw materials and finished goods are stored.

d. Identifying the mode of transportation you will use for receiving supplies and delivering your products.

e. Setting the inventory levels for your raw material, intermediate products and finished product goods.

f. Determining the product quantity and quality to meet all customer demands.

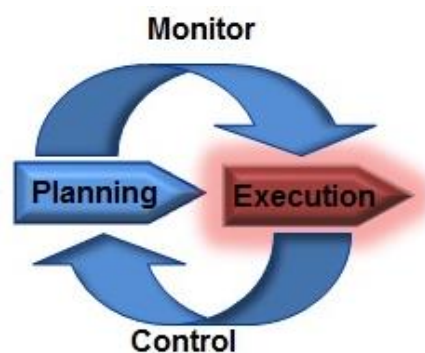


2. **Supply chain execution management:** This is the implementation of your supply chain steps. Some of the implementing functions involve:

a. Managing the flow of your products from the suppliers to distributors to retailers and/or customers in order to ensure the accurate delivery of your products.

b. Providing information to your customers about the status of your orders being processed.

c. Tracking the shipment and accounting for products that have been returned or are to be replaced, repaired and/or serviced.



PC (d) Explain the processes of supply chain management

There are many processes involved in supply chain management. Some of these are:

1. Customer service management process

The relationship between an agribusiness and its customers is vital to profitability and so customer service is key to a successful agribusiness. The following steps are used to build customer relationships:

- determine equally satisfying goals for the agribusiness and its customers
- establish and maintain customer relationships

- induce positive feelings between the agribusiness and the customers

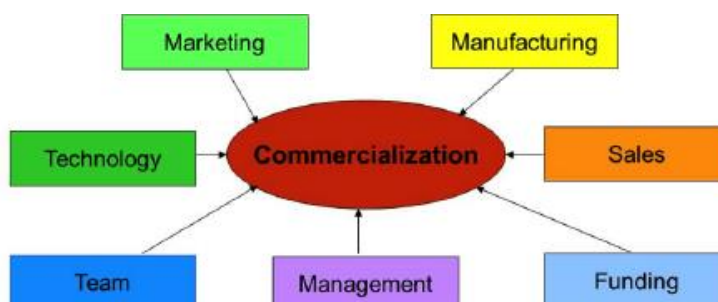
2. Procurement process

This was covered in the input sourcing learning outcome but it is an important part of the supply chain that needs to be managed correctly.

3. Product development and commercialization

This is about developing products and making them marketable to customers. Managers of the product development and commercialization process must:

- identify customer needs
- select materials and suppliers
- manage marketing and sales
- develop/introduce production technology



4. Production flow management process

This process manages activities related to planning, scheduling, and supporting agribusiness operations, such as work-in-process storage, handling, transportation, and time phasing of components, inventory at production sites, and maximum flexibility in the coordination of physical distribution operations. An example of this flow is given below with the production of honey.

5. Physical distribution

This concerns the movement of a finished product or service to customers. Handling, packing and transporting are the processes involved in physical distribution.

6. Outsourcing/partnerships

Most times it is better to outsource tasks that the agribusiness finds too expensive or difficult to do on its own. Often times logistics and distribution are outsourced. Forming partnerships with fellow agribusinesses and with suppliers can help with many aspects of managing an agribusiness and this was touched on in previous learning outcomes.

7. Performance measurement

To see how well the agribusiness is doing it is important to measure and monitor the performance of all the components of the agribusiness. This is to ensure that there is optimum productivity and thus increased profitability.

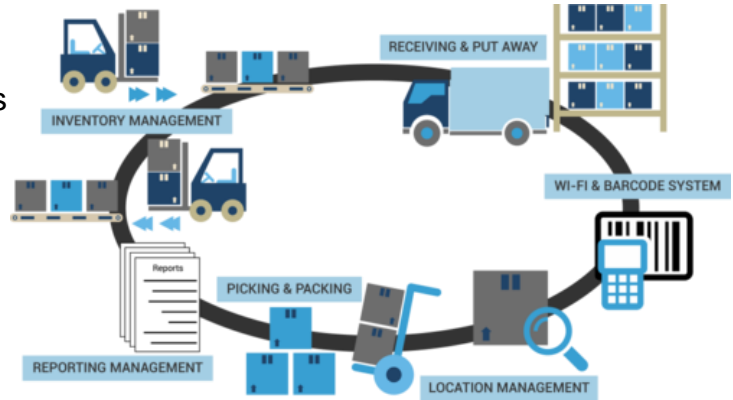


8. Warehousing management

Warehousing management is concerned with storage, reducing manpower cost, dispatching authority with on time delivery, loading & unloading facilities with proper area and inventory management system.

9. Workflow management

This involves integrating suppliers and customers tightly into a workflow (or business process) and achieving an efficient and effective supply chain.



LO 5: Demonstrate knowledge of problem solving in an agribusiness

PC (a) Explain problem solving

Problem solving is an essential skill you need as an agripreneurs for you to harness your ability to solve problems and make your agribusiness run more effectively. Each challenge an obstacle will need to be overcome for you to reach your desired goals.



PC (b) Explain the importance of solving a problem

As problems prevent you from reaching your desired goals and objectives it is really important that they are overcome. Benefits of problem solving are as follows:

1. It provides the foundation and framework for continual improvement in your agribusiness.
2. It provides you an opportunity to improve on your product and services.
3. It creates awareness in you to think critically in seeing possibilities for identifying new techniques in running your agribusiness.
4. It provides you with information that you will use to fix needs fixing to improve on your agribusiness.
5. It helps you to experience a greater sense of control, making you able to predict the future of your agribusiness thereby reducing your stress and anxiety.

PC (c) Explain steps in conflict resolution

Conflict can often arise in the workplace. Conflict is an active disagreement between people with opposing opinions, principles or values. The following are the steps in conflict resolution:

1. **Set the scene:**
 - a. Have mutual respect and courteous behavior.
 - b. Keep the problem separate from the person and debate the real issues.
 - c. Pay attention to each person's interest by listening carefully and respectfully.
 - d. Be open to exploring all options.

You need active listening skills to paraphrase other's positions to be sure you hear and understand the parties correctly.

PC (d) Explain steps in problem solving

1. **Identify, define and analyse the problem:** Recognize the problem and describe it objectively. Determine what caused the problem, what the problem looks like and the urgency of addressing the problem. Find out the root cause and learn as much as possible about the problem.
2. **Generate potential solutions:** Brainstorm or use other problem solving tools to come up with solution for the problem. You can be creative and don't have to concern yourself with how feasible the solutions are at this stage. Look at the problem from multiple perspectives.
3. **Decision-making:** Weigh the short and the long term, advantages and disadvantages of each solution. Evaluate how feasible each solution is and see which are the best for implementation.
4. **Decide on a solution:** Choose a solution and test it or take action. It is beneficial for you to start out with a solution that is associated with low risk that is compatible with your agribusiness goals.
5. **Implement:** Implement the solutions effectively.
6. **Evaluate:** Once you have implemented the solution, judge how it was and was not successful. If the solution did not completely address the problem of your agribusiness, you can move back through some of the different stages to address other areas of the problem.

PC (e) Explain types of problem solving tools

1. **Brainstorming:** Brainstorming is a group process that involves the spontaneous contribution of ideas from all members of the group. This is one of the most widely used decision making strategies. This tool is used by teams to identify solutions to problems. Brainstorming has a tendency to produce old and familiar ideas so it is important that the facilitator encourage creative thinking.

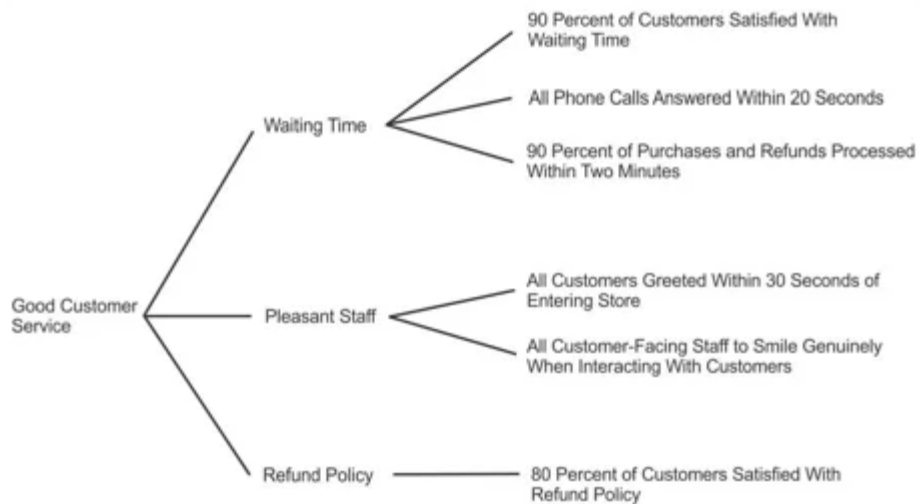


2. **SWOT analysis:** SWOT stands for strengths, weaknesses, opportunities, and threats—and is a structured planning method that evaluates those four elements of an agribusiness. You can carry out this analysis for a product, place, industry, or person. It involves you specifying the objective of the agribusiness, identifying the internal and external factors that are favorable and unfavorable to achieving the objective.



3. **Drill down:** Drill down is a simple technique you will use for breaking complex problems down into progressively smaller parts. To use this technique, start by writing the problem down on the left-hand side of a large sheet of paper. A little to the right of this paper, write down a list of points relating to the problem. These may be factors contributing to the problem, information relating to it, or questions raised by it. This process of breaking the problem down into its component part is called 'drilling down'.

An example of using the drill down technique is as follows:



These problem solving tools will help you:

1. To get a much deeper understanding of the problem.
2. To recognize and understand the factors that contributes to the problem.
3. To link information that is not initially associated with the problem.
4. To see exactly where you need further information

Use the checklist to follow the stated steps in solving a problem using problem solving technique in agribusiness. Rate your own performance critically and honestly after you have completed each activity.



Excellent



Okay



Try Again

Daily PM Activities	Rate
1. One of the problem solving tools was used	
2. The solution was implemented in a simulated environment	
3. Conflict resolution steps were taken if required	
4. The task was conducted and understood	

Self-assessment

PC (a)

Define what problem solving is.

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PC (b)

State two benefits you get from problem solving.

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PC (c)

List the steps of conflict resolution.

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PC (d)

Summarise the steps of problem solving

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PC (e)

Explain two types of tools that you can use to solve problems your agribusiness.

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Reflection on your learning in this unit



You will write **short reflections** of your learning and actions relating to the knowledge you have learnt and the practical skills you have developed.

Tips for writing your Reflection/Reflection

Journal: You should write in your Reflection Journal within 24 hours of completing your practical session to record your experiences while they are fresh in your memory. Use the **‘What, So What, Now What Model’** to guide your writing. Answer the following

questions:

What happened to...? (Describe what happened when did what you did)

So What did I learn from that? (Give at least 2 examples)

Now, What can I do better in future? (How can I improve next time?)

What did you learn to do?

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What difficulties did you face in this unit?

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What can I do it better in future?

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How long did it take you each time you did it?

Attempt 1

Attempt 2

Attempt 3

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