



LAND MOBILITY TRAINING COURSE

Connecting landowners and farmers across Europe

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Introduction

This Curriculum has been developed as a direct output of the European Erasmus+ funded LAND-MOBILITY - Innovative and digital training materials to foster land mobility initiatives research project. This is led by Macra na Feirme, Ireland in partnership with Galway-Mayo Institute of Technology (GMIT) Ireland, the University of Bedfordshire (UoB) UK, The Polish Farm Advisory and Training Centre (PFA) Poland, PROPEL Europe (Belgium), and The European Landowners Organisation (Brussels).

The aim of the curriculum is to introduce the Land Mobility concept to farmers and landowners. Both the curriculum and training course will contribute to raising awareness of different methods of training and resources available to all parties and boost opportunity. It will also highlight the enormity of the problem of access to land that young farmers are facing across Europe. The training course provides both old and young farmers with new opportunities by educating them on the how to engage in a Land Mobility initiative and open up new opportunities. The curriculum and training course will also boost rural entrepreneurship and contribute to the rural economy providing farmers with the required skillsets to grow and develop their farm business.

The curriculum was tested and validated throughout the Land Mobility project with trainers, farmers, landowners, and the wider agricultural community. Feedback from the target group and stakeholders was reviewed and used to improve the content and quality of the curriculum. To ensure that the training needs of the farmers and landowners were met, the project consortium surveyed 70 of the target group providing an insight into their understanding of this land mobility initiative and identify their current training gaps. 46% participants felt that they would be more likely to engage in a Land Mobility initiative if there were more knowledge and awareness surrounding the initiative. Over 30% participants indicated that their lack of knowledge is major barrier for not engaging with land mobility services. 22% felt that they would benefit in training on legal agreements and grants with a further 22% indicating a need for training in business management.

The background to the development of the curriculum is based on the need to implement the Land Mobility Initiative that is currently provided in Ireland across Member States. The Irish Land Mobility initiative was initially set up to achieve the outcomes of Food Harvest 2020, and in particular to support the Agri-food sector in Ireland. Farming and food are Ireland's largest indigenous industries and play a significant economic contribution to the country. Global food demand continues to grow while at the same time the two most basic resources for food production, land and water are in decline. It is critical that we make the best use of available land. It is in this context that new land use models and land mobility come into consideration.

In providing training and education on the land mobility service that we can grow the number of young farmers and ensure that agricultural land is retained in the sector. Land mobility has always been an issue, resulting in a compounding age imbalance with only 6% of farmers under 35 and 26% are over 65. This is due to the fact that many older farmers do not have a farming successor and many young farmers do not have land resources. Land mobility collaborative arrangements are the key to delivering Food Harvest 2020. (<https://landmobility.ie>)

The curriculum was developed with contributions from academic staff, agricultural organisations, farmers and landowners. It is innovative and introduces new methods of learning aimed at meeting the flexible training needs of farmers. The curriculum was developed from a collective European perspective ensuring its relevance across Europe. The overarching objective of the curriculum and the project in general is to promote agricultural land staying in the sector and a continuation of the EU family-like farming model.

Course Aim

The course will provide farmers, landowners and the wider agricultural community with the knowledge and skills required to engage with Land Mobility services. The main aim of the course is to introduce and promote Land Mobility Initiatives to the agricultural community, enhance farmers skillsets on business management and development, educate landowners on the takeover process and break down current land barriers. Achieving the overarching objective boost the rural economy, sustain the development of young farmers in rural areas and retain agricultural lands across Europe.

Learning Outcomes of the Course

This course takes a collaborative approach and has been developed in consultation with academics, farmers, landowners and the wider agricultural community. It is innovative in its teaching and delivery methods introducing participants to practical challenge based (learning by doing) and peer led training (i.e., farmers teaching farmers). The course will move away from the traditional classroom environment and will embrace online learning providing the target audience with knowledge and expertise at their fingertips. The course builds knowledge and know-how of Land Mobility as a topic and will ensure that participants will achieve specific learning outcomes, which include:

- Provide knowledge on the Land Mobility Initiative and create an understanding of the hand over process
- Provide participants with skills required to deal with conflict management

- Use experiential and peer to peer learning to develop participants skill sets relevant to business creation venture and opportunity recognition
- Provide an understanding and insight into business management and development
- Create self-start participants that can develop opportunities within the agricultural sector specifically in business creation, marketing and brand development.
- Develop participants ability to communicate business concepts in an efficient manner using digital technologies and analytics
- Enable participants to critically analyse and implement agricultural regulations and health and safety strategies on the farm

Course Modules

1. The Handover Process
2. Business Planning and Development
3. Marketing and Branding
4. Farm Management

Specific Learning Outcomes

Knowledge	<p>Gaining an understanding and awareness of the Land Mobility Services</p> <p>Obtain an understanding of the Hand Over Process</p> <ul style="list-style-type: none"> ➤ Identifying a good match ➤ Understanding the elements of each option: <ul style="list-style-type: none"> - Long Term Leasing - Collaborative Farming - Partnerships - Corporate Structure <p>Gain an awareness and insight into essential personal, interpersonal, and professional entrepreneurial traits</p> <ul style="list-style-type: none"> ➤ Soft skills development ➤ Team dynamics ➤ Resilience <p>Demonstrate an understanding of conflict management and learn how to implement tools and techniques required for conflict resolution</p> <p>Demonstrate effective understanding with partners and develop the ability to communicate and operate effectively in a working environment</p>
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	Evaluate and implement communication strategies
Competence	<p>Use Problem solving ability through a range of tools and thinking techniques</p> <ul style="list-style-type: none"> ➤ Analytical thinking ➤ Problem recognition ➤ Idea generation ➤ Idea selection <p>Evaluate Conflict Management Techniques</p> <ul style="list-style-type: none"> ➤ Identify Conflict Management Styles ➤ Understand key practical methods of dealing with conflict management ➤ Recognising the need for third party involvement ➤ Implement conflict resolution strategies <p>Develop the ability to evaluate and critique creative thinking. Learn how to apply and utilise a range of tools and techniques to stimulate creative thought</p> <ul style="list-style-type: none"> ➤ Idea generation ➤ Idea selection ➤ Lateral thinking <p>Analyse team-work skills and apply analysis to their own business, personal or interpersonal situations</p> <ul style="list-style-type: none"> ➤ Leadership ➤ Skills recognition ➤ Team management <p>Analyse emotional intelligence and empathy and use a self-evaluation instrument</p> <ul style="list-style-type: none"> ➤ Self-awareness
Know How	<p>Have a working understanding of the various business models and start up tools. Agri business specific application to utilise for insight and opportunities</p> <ul style="list-style-type: none"> ➤ Market validation ➤ Business model adaptation ➤ Business model canvas <p>Have a deep understanding of marketing principles for venture creation process in isolation and with limited resources. How to design and implement marketing strategies in Agri business.</p> <ul style="list-style-type: none"> ➤ PR campaigns

	<ul style="list-style-type: none"> ➤ Low budget marketing ➤ Social media ➤ Venture community building <p>Develop insights into brand awareness and have the ability to formulate brand strategies and prepare plans for brand development</p> <ul style="list-style-type: none"> ➤ Brand communication ➤ Brand strategy <p>Interpret Farm Management Law in particular standardised regulations and Health and Safety on the Farm</p> <ul style="list-style-type: none"> ➤ European and National Farm regulations ➤ Health and Safety on the Farm ➤ Development of Health and Safety Plans ➤ Identifying relevant training and education to ensure compliance with farm management law <p>Interpret and evaluate basic financial modelling for new Agri food ventures. Have the ability to conduct relevant financial planning, control and pricing.</p> <ul style="list-style-type: none"> ➤ Profit and loss interpretation ➤ Cash flows interpretation ➤ Reading Balance sheets ➤ Product pricing <p>Have a critical understanding of business planning, conducting business plans and develop insights into their application</p> <ul style="list-style-type: none"> ➤ Creating a business plan ➤ Utilising state supports ➤ Resource planning
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Module 1: The Handover Process
7.5 ECTS (80 notional hours)

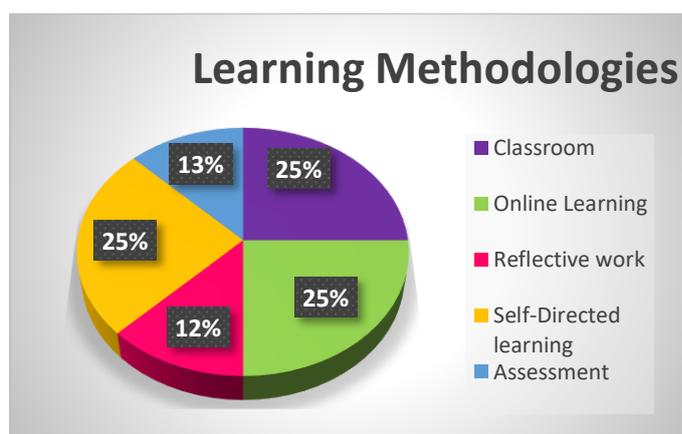
Module One sets out to develop knowledge and skills relating to the Land Mobility initiative and the handover process. The module will provide participants with the hard and soft skills required to engage in the hand over process i.e., opportunity recognition and developing

collaborative skills which will contribute to creating a successful working environment and an effective handover process. Personal, interpersonal and communication skills development are core elements of the module participants will require them to assess and implement especially for conflict resolution. Team dynamics and Team Theory will enable participants develop skills by networking, collaborating, understanding their place in a team and identifying or working with other team personalities. Understanding empathy will power mount providing participants with the skill to understand the different perspectives of the landowner and the successor.

On the completion of the module participants will be able to:

- Demonstrate critical awareness and understanding of the Land Mobility initiative and the various partnership options available
- Evaluating the best partnership type and implementing a collaborative working environment
- Identify relevant problems in relation to the handover process and implementing conflict resolution strategies

Learning Methodologies



Learning Methodologies	Total Hours
Classroom	20
Online Learning	20
Reflective work	10
Self-Directed learning	20
Assessment	10
Total:	80

The module requires a minimum 20 hours self-directed learning during which, participants are encouraged to read/view and review the recommended resources.

Module Structure

Sessions	Title
1	Land Mobility Services and Identifying a Good Match
2	The Handover Process
3	Conflict Management

Session 1: Land Mobility Services and Identifying a Good Match

Description

The first session examines the Land Mobility service being carried out in Ireland. This session provides participants with a background to establishing the initiative, its benefits to rural economic growth and services on offer supporting landowners and successors. Throughout the session, participants will take part in various classroom tasks and activities including reviewing current case studies and interviews with those involved in various land mobility initiatives.

Learning Outcomes

On completion of session one, participants will be able to:

- Demonstrate an increased awareness and understanding of the Land Mobility intuitive and services available
- Recognise the need for the initiative and gain an understanding of the added value to rural communities
- Understand the key attributes of what is required to be a good match

Indicative Syllabus			
Topic	Methodology	Activities	Relevant Resources
<ul style="list-style-type: none"> • Introduction to the Land Mobility Service • Identify the categories which aid the prospective collaborator selection • Identify key characteristics of a suitable match for a farming arrangement. 	<p>A blended learning approach combining online and classroom education</p>	<ul style="list-style-type: none"> • Case Studies • Group Discussion • Visual aids 	<p>Land Mobility 2017 Report.</p> <p>Land Mobility 2019 Report.</p> <p>Bowen, B. (2017). Collaborative Farming in NC: State of the State, Types, Benefits, and Challenges of Collaboration in the Farming Sector.</p> <p>Curran, T. Collaboration? Take the Broad View. January/February 2016</p>

Session 2: The Handover Process

Description

Session two examines the theories, processes, and elements of the hand over stage. Participants will examine and evaluate the various partnership options. Participants will take part in group and brainstorming sessions to gain an understanding of how to determine a good match/ partnership. They will examine the various stages in process and will engage with farmers and landowners that have been through the process. Participants will also participate in developing team-based techniques and entrepreneurial traits such as lateral and analytical thinking, problem recognition and team management.

Learning Outcomes

On completion of session two, participants will be able to:

- Develop a critical awareness of the handover process and have the ability to demonstrate a range of tools that will support them in engaging in the various partnership options
- Analyse their teamwork skills and apply analysis to their own business, personal or interpersonal situations
- Demonstrate an understanding of a range of thinking tools and techniques

Indicative Syllabus			
Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> • Examining elements of the handover process • Handover process theories • Tools supporting the handover process • Business analysis • Designing a draft of a farm succession contract • Documentation needed while succession planning • Preparation to the handover process 	<p>A blended learning approach combining online and classroom education</p>	<ul style="list-style-type: none"> • Group discussion • Brainstorming session • Case studies • Quizzes 	<p>Policy drivers of farm succession and inheritance by B. Leonard, A. Kinsella, C. O'Donoghue, M. Farrell, M. Mahon</p> <p>Farm Succession and Inheritance: An International Comparison by E. Barclay</p> <p>Farm succession at a crossroads: The interaction among farm characteristics, labour market conditions, and</p>

<ul style="list-style-type: none"> • Handover process hazard analysis 			<p>gender and birth order effects by D. Cavicchioli, D. Bertoni, R. Pretolani</p> <p>Factors affecting farm succession: The case of Slovenia by B. Kerbler</p> <p>Farm Succession Tools and Methods to Promote a Successful Farm Succession by the Consortium of the Erasmus+ Project “Farm Succession in Europe” (2014-2016)</p> <p>Farm Succession Planning: An introduction and helpful guides [accessed January 17, 2021] available at https://farmtable.com.au/farm-succession-planning-information/</p> <p>Farm Succession Processes in the EU [accessed January 17, 2021] available at https://www.farmsuccess.eu/fileadmin/Downloads/Farm Succession in Brief en.pdf</p>
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Session 3: Conflict Management

Description

The main focus of session three is to introduce the concept of conflict management and to provide participants with the skills to recognise conflicting scenarios and the ability to implement effective resolution strategies. The handover process can involve many parties which can in turn lead to various levels of conflict. This module will be a very hands-on practical class enabling participants to put theory into practise through a variety of challenges.

Learning Outcomes

On completion of session three, participants will be able to:

- Demonstrate an understanding of conflict management
- Discover the significance of showing empathy
- Implement tools and techniques that enable conflict resolution

Indicative Syllabus			
Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> - Understand the importance of conflict management - Learn how to apply conflict management practices in the context of Land Mobility services - The Thomas-Kilmann Instrument - Learn how to identify each person's approach to conflict - Manoeuvre the situation accordingly 	<p>A blended learning approach combining online and classroom education</p>	<ul style="list-style-type: none"> - Mix of reading and visual aid materials - Group discussions - Mock conflict management scenarios 	<ul style="list-style-type: none"> - <u>Kilmann, R. H. "A Brief History of the Thomas-Kilmann Conflict Mode Instrument (TKI)."</u> Kilmann Diagnostics Website (2009 – present). - Kilmann, Ralph H., and Kenneth W. Thomas. "Four perspectives on conflict management: An attributional framework for organizing descriptive and normative theory." <i>Academy of Management Review</i> 3.1 (1978): 59-68.

<ul style="list-style-type: none"> - Help the conflicting parties focus on the issues at hand - Reach a solution beneficial to both parties 			<ul style="list-style-type: none"> - Rowe, Mary. "An Organizational Ombuds Office in a System for Dealing with Conflict and Learning from Conflict, or Conflict Management System." <i>Harv. Negot. L. Rev.</i> 14 (2009): 279.
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Module 2: Business Planning and Development
10 ECTS (100 notional hours)

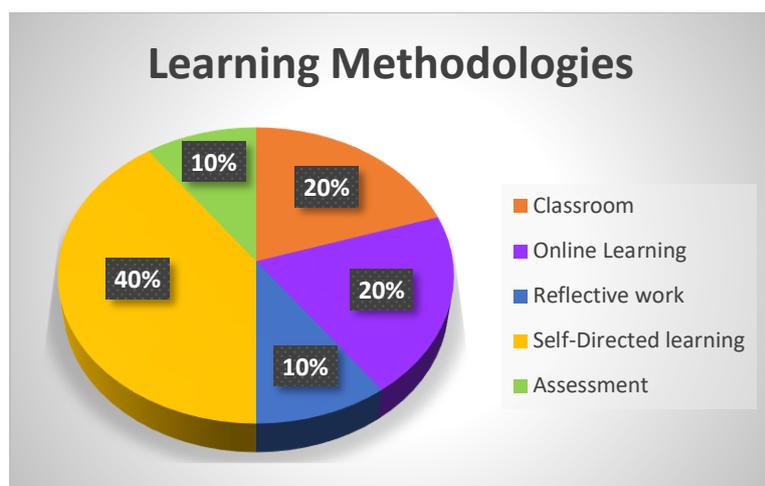
Module Two focuses on developing the hard and soft skills required to manage and grow a farm/ Agri business. The module will cover topics such as business start-up, business management and financial planning. The module will explore the different options available to farmers in financing the takeover. Participants will engage with peer farmers that have been through the process and tackle challenges that require application of theory into practise. Providing them with an opportunity to experience real life practical pressures.

On completion of the module participants will be able to:

- Demonstrate an understanding of the skills and resources required for a new start-up and understand how to use them to develop their new ventures
- Interpret and evaluate basic financial modelling and have the ability to conduct financial planning, control and pricing
- Understand the importance of business planning and the ability to develop a business plan

Learning Methodologies

Learning Methodologies	Total
	Hours



Classroom	20
Online Learning	20
Self-Directed learning	40
Reflective work	10
Assessment	10
Total:	100

The module requires a minimum 40 hours self-directed learning during which, participants are required to read and review the recommended resources.

Module Structure

Sessions	Title
1	Business Start-Up (Theories and Principles)
2	Financing the Takeover
3	Business Planning and Finances

Session 1: Business Start-Up

Description

This session examines the different requirements for business start-ups. It aims to equip participants with the knowledge and skills required to critically analyse business model strengths and weaknesses and the ability to create insights and interpretations.

Learning Outcomes

On completion of session one, participants will be able to:

- Critically analyse various requirements for business start-ups
 - Implement business start-up principles
 - Identify new business opportunities by understanding customers and market needs
- Understand the importance of value proposition and market segmentation

Indicative Syllabus

Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> • What do you bring to the business? 	A Blended learning approach incorporating both Classroom (face to face) and Online delivery	Participants will be expected to take the lectures and participate in the associated	New Venture Creation – A Framework for Entrepreneurial Start-Ups (2 nd Edition) by Paul Burns ISBN: 978-1352000504

<ul style="list-style-type: none"> • Resources for Starting a Business • Understanding your products and services • Understanding customers and their needs • Developing your brand • Developing your unique selling point (USP) • Business planning • Managing yourself – time management 		<p>learning-by-doing activities sequentially.</p>	<p>Entrepreneurship and Small Business: Start-Up, Growth and Maturity (4th Edition) by Paul Burns ISBN: 1137430346, 9781137430342</p>
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Session 2: Financing the Take-Over

Description

Session two introduces the participants to the options available relating to financing the take-over. There are many aspects to consider as part of the take-over process and securing finance is crucial to its success. Participants will develop knowledge and evaluation skills around the different type of finance available, understand how to apply for finance and determine what type of finance is most

suitable to their business. Participants will review case studies and speak to financial advisors to gain a clear understanding of what is involved in financing the take-over.

Learning Outcomes

On completion of session two, participants will be able to:

- Evaluate financial options available
- Develop a critical awareness of the impact securing third party finance has on the business
- Understand the significance of engaging with financial advisors to secure the most appropriate finance for the take-over

Indicative Syllabus			
Topic	Methodology	Activities	Relevant Resources
<ul style="list-style-type: none"> Understand the different options provided by Land Mobility Identify option best fitting for the farmer and the landowner Self-financing options EU funding options 	<p>A Blended learning approach incorporating both Classroom (face to face) and Online delivery</p>	<p>Participants will engage in a mix of online and face-to-face learning, using both reading and visual aids. Participants are encouraged to do further research by themselves in order to fully understanding the options provided by the EU.</p>	<ul style="list-style-type: none"> https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/income-support/income-support-explained_en https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/income-support/basic-payment_en https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/income-support/young-farmers_en Land Mobility website

Description

The main focus of session three is to support the participants in creating a detailed business plan and educate participants on financial planning methods. The session will focus on all aspects of the business plan and participants will be provided with a coherent business plan template and mentorship will be provided to them at each stage. Participants will also be given financial planning templates to include in the plan. Participants will be provided with the knowledge and mentorship required to complete an extremely comprehensive business plan ready for presentation to a financial institute and/or organisation.

Learning Outcomes

On completion of session three, participants will be able to:

- Demonstrate an understanding of business planning and business plans and develop insights into their application and development
- Interpret and evaluate basic financial modelling for new Agri business ventures and have the ability to conduct financial planning, control and pricing.
- Identify resources required for venture creation
- Formulate venture creation strategies

Indicative Syllabus

Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> • Business planning and plans • Running a business • Business plan structure • Tips for writing a business plan • Presenting your business plan • Sources and uses of finance • What worries banks • What investors are looking for • Growing a business • Exiting a business • Challenges that businesses face • Business successes • Success measurement 	<p>A Blended learning approach incorporating both Classroom (face to face) and Online delivery</p>	<p>Participants will be expected to take the lectures and participate in the associated learning-by-doing activities sequentially.</p>	<p>New Venture Creation: A Framework for Entrepreneurial Start-Ups (2nd Edition) by Paul Burns ISBN: 978-1352000504</p> <p>Entrepreneurship and Small Business: Start-Up, Growth and Maturity (4th Edition) by Paul Burns ISBN: 1137430346, 9781137430342</p> <p>Entrepreneurship Theory and Practice by Francis J. Greene ISBN: 978-1137589552</p> <p>How to write a business plan - https://www.finimpact.com/writing-a-business-plan/</p>

Module 3: Marketing and Branding

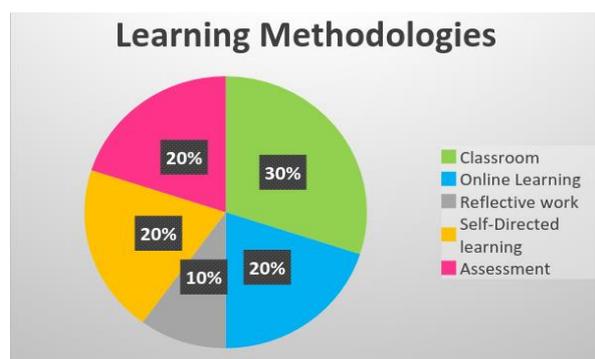
5 ECTS (50 notional hours)

Module Three will provide participants with a comprehensive understanding of the core marketing principles, branding and digital skills required for business management. The aim of the module is to provide the participants with the knowledge and practical skills required to implement and develop digital marketing and branding strategies that will aid them with business and customer development. The module will explore a range of digital technologies that can be used to create opportunity via online collaborations.

On completion of the module participants will be able to:

- Demonstrate a clear understanding of marketing principles for launching an agri-business
- Formulate brand strategies
- Design and implement both traditional and digital marketing strategies
- Understand and use social media and digital marketing tools for business and brand development
- Be familiar with cyber security and ethics issues and regulations
- Build an online professional business profile

Learning Methodologies



	Total Hours
Classroom	15
Online Learning	10
Reflective work	5
Self-Directed learning	10
Assessment	10
Total:	50

The module requires a minimum 10 hours self-directed learning during which, participants are encouraged to read and review the recommended resources.

Module Structure

Sessions	Title	Week
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1	Marketing Strategy	1
2	Branding	2
3	Digital Analytics	3

Session 1: Marketing Strategy

Description

Session One introduces participants to the general marketing principles of launching an Agri business. The module aims to provide participants with a comprehensive knowledge of core marketing principals and an understanding of digital skills required for venture creation in agriculture.

Learning Outcomes

On completion of session one, participants will be able to:

- Understand general marketing principles and how to apply them to an agri-business
- Implement market testing techniques and evaluation methods
- Develop a marketing strategy for an agri-business
- Understand the importance of marketing for business development

Indicative Syllabus

Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> • What is marketing? • Why marketing is important? • Determining and analysing the target market? • The marketing mix • Pricing strategies • Digital marketing • Developing a marketing plan • Marketing plan implementation • Marketing tips for Agri-food entrepreneurs 	<p>A Blended learning approach incorporating both Classroom (face to face) and Online delivery</p>	<p>Participants will be expected to take the lectures and participate in the associated learning-by-doing activities sequentially.</p>	<p>Marketing Management (4th European Edition) by Philip T. Kotler, Kevin Lane Keller, Andy Goodman, Mairead Brady and Torben Hanson ISBN: 978-1292248448</p> <p>Principles of Marketing, Global Edition (18th Edition) by Philip Kotler and Gary Armstrong ISBN: 978-1292341132</p> <p>New Venture Creation: A Framework for Entrepreneurial Start-Ups (2nd</p>

		<p>Edition) by Paul Burns ISBN: 978-1352000504</p> <p>Social Media Marketing: A Practitioner Guide (4th Edition) by Marc Oliver Opresnik, Philip Kotler and Svend Hollenson ISBN: 979-8643250623</p> <p>Digital Marketing Strategy: An Integrated Approach to Online Marketing (2nd Edition) by Simon Kingsnorth ISBN: 978-0749484224</p> <p>The Essential Guide to Small Business Marketing - https://smallbusiness.co.uk/the-essential-guide-to-small-business-marketing-2542147/</p> <p>Small Business Marketing Strategy - https://blog.hubspot.com/marketing/small-business-marketing-guide</p> <p>Top Ways to Promote Your Business - https://entrepreneurhandbook.co.uk/ho</p>
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Session 2: Branding

Description

Session two will focus on understanding and developing a branding strategy for the business. Participants will explore brand ethics and analyse the factors that affect brand development. Participants will gain the knowledge and skills required to implement brand innovation.

Learning Outcomes

On completion of session two, participants will be able to:

- Understand the importance of branding
- Develop a brand strategy for the business
- Evaluate brand ethics and implement brand innovation

Indicative Syllabus

Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> • What is a brand • Why branding is important • Reasons for branding • Advantages of branding • How to create a brand • Value proposition • Values-driven marketing • Brand management • Brand equity • Digital brand management • Ethics in branding • Brand innovation • Branding tips for Agri-food entrepreneurs 	<p>A Blended learning approach incorporating both Classroom (face to face) and Online delivery</p>	<p>Participants will be expected to take the lectures and participate in the associated learning-by-doing activities sequentially.</p> <p>Group discussions Case studies Quizzes Brainwriting</p>	<p>Marketing Management (4th European Edition) by Philip T. Kotler, Kevin Lane Keller, Andy Goodman, Mairead Brady and Torben Hanson ISBN: 978-1292248448</p> <p>Principles of Marketing, Global Edition (18th Edition) by Philip Kotler and Gary Armstrong ISBN: 978-1292341132</p> <p>New Venture Creation: A Framework for Entrepreneurial Start-Ups (2nd Edition) by Paul Burns ISBN: 978-1352000504</p>

			<p>Why Branding? - https://www.sbmarketingtools.com/power-branding-small-businesses/</p> <p>10 Ways to Build a Brand for Your Small Business - https://www.marketingdonut.co.uk/marketing-strategy/branding/ten-ways-to-build-a-brand-for-your-small-business</p> <p>The Ultimate Small Business Branding Guide - https://www.canny-creative.com/ultimate-small-business-branding-guide/</p>
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Session 3: Digital Analytics

Description

Session three will focus on providing participants with knowledge and strategies surround digital analytics. Participants will gain an understanding on how to measure and manage the digital security and risks associated with online businesses. Participants will learn how to evaluate various analytic tools and platforms available to businesses and create a digital campaign specific to their business.

Learning Outcomes

On completion of session three, participants will be able to:

- Understand the importance of digital security and risk management and implement tools that will protect their business and online consumers
- Navigate the various digital analytics tools i.e., google analytics
- Develop a digital campaign, assessing analysis and impact

Indicative Syllabus

Topic	Methodology	Activities	Resources
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<ol style="list-style-type: none"> 1) Understanding how digital analytics helps business organisations 2) Google Analytics Basics 3) Using Goal Conversion and Funnels to define and measure your website success 4) Using Segmentation to understand user behaviour and identify viable target segments 5) Identifying Key Performance Indicators 	<p>Online Lectures on the various topics, supported by learning-by-doing activities</p>	<p>Participants will be expected to take the online lectures and the associated learning-by-doing activities sequentially.</p>	<p>Brian Clifton (2012) Advanced Web Metrics with Google Analytics 3rd Edition, Sybex.</p> <p>Brian Clifton (2015) Successful Analytics eBook 1: Gain Business Insights By Managing Google Analytics.</p> <p>Analytics Academy - https://analytics.google.com/analytics/academy/</p>
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Module 4: Farm Management

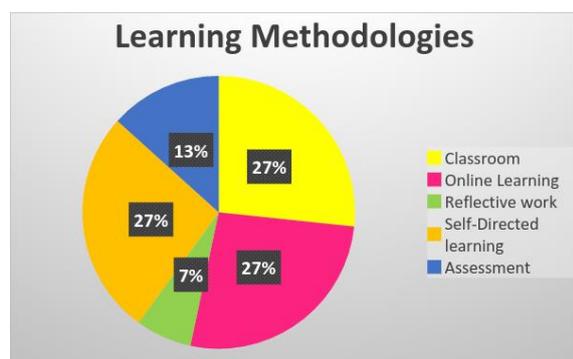
7.5 ECTS (75 notional hours)

Module Four focuses on developing the core skills required for Farm Management. It will provide participants with a comprehensive understanding of the core farm management principles including farm regulations, health and safety on the farm, risk assessment, training and education and sustainability. The aim of the module is to provide participants with the knowledge to ensure a comprehensive understanding of the farm regulations that exists to ensure the safe running of a farm/Agri business. It aims to ensure participants have an increased awareness of the importance of such regulations, and the importance of high compliance with health and safety laws on the farm. The module is aimed to provide participants with the strategies, information and tools to carry out a risk assessment of their farm.

On completion of the module students will be able to:

- Critically analyse and understand the relevant Farm regulations
- Increased awareness of the importance of health and safety on the farm and implement training and tools to ensure compliance with regulations
- Ability to carry out a risk assessment plan on the farm
- Evaluate the relevant training and education required to comply with farm regulations

Learning Methodologies



	Total Hours
Classroom	20
Online Learning	20
Self-Directed learning	20
Reflective work	5
Assessment	10
Total:	75

The module requires a minimum of 20 hours self-directed learning during which, students are encouraged to read and review the recommended resources.

Module Structure

Sessions	Title
1	Farm Regulations
2	Health and Safety on the Farm
3	Risk Assessment

Session 1: Farm Regulations

Description

Session one focuses on providing participants with the knowledge on Regulations specific to operating a farming enterprise. Participants will evaluate the regulations and interpret what regulations are relevant to their farm. Participants will gain an understanding of the importance of implementing farm regulations as part of the overall farm management strategy.

Learning Outcomes

On completion of session one, participants will be able to:

- Gain an understanding of farm regulations on a European and National level
- Critically evaluate the regulations relevant to their farm
- Implement a management plan to comply with regulations
- Identify relevant training and education to ensure compliance with regulations

Indicative Syllabus			
Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> • The concept of an agricultural holding in the civic code • Farm legislation • Definition of an agricultural holding • Concept of agricultural real estate • Social security for farmers • Division of agricultural holdings • Individual agricultural holding • Family agricultural holding • European economic community • Characteristics of agricultural holdings 	<p>A blended learning approach combining online and classroom education</p>	<ul style="list-style-type: none"> • Group discussion • Practical exercises • Case studies • Quizzes 	<p>Protecting the health and safety of workers in agriculture, livestock farming, horticulture and forestry by the European Commission</p> <p>Safety and health legislation http://osha.europa.eu/en/legislation/index_html/directives</p> <p>Health and safety in agriculture (Poland) https://www.icd.pl/bhp-w-rolnictwie</p> <p>Technical conditions for vehicles and extent of their necessary equipment in Poland https://sip.lex.pl/akty-prawne/dzu-dziennik-ustaw/warunki-techniczne-pojazdow-oraz-zakres-ich-niezbednego-wyposazenia-17009712/dz-4</p> <p>Act of the Polish Civil Code on the Definition of an Agricultural Farm https://www.arslege.pl/definicja-gospodarstwa-rolnego/k9/a1049/</p> <p>Official Journal Agricultural holding - definition https://sip.lex.pl/akty-prawne/dzu-dziennik-ustaw/kodeks-cywilny-16785996/art-55-3</p>

			<p>Reply of the Secretary of State at the Ministry of Agriculture and Food in Poland to a query on the status of agricultural holdings http://orka2.sejm.gov.pl/IZ3.nsf/main/4790A9E7</p> <p>The concept of an agricultural holding in the civil code - selected issues https://www.humanitas.edu.pl/resources/upload/dokumenty/Wydawnictwo/Roczniki%20AiP%20-%20pliki/Podzielone/Roczniki%20AiP%202013/rocznik%20aip%20XIII%20Czerwinska%20Koral.pdf</p>
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Session 2: Health and Safety on the Farm

Description

Session two will focus on Health and Safety on the Farm. Participants will review and evaluate Health and Safety policies and procedures and will create a health and safety plan for their farm. This will be a hands-on lesson encouraging participants to work together to implement health and safety plans and identify risk areas on the farm. Participants will also identify the relevant training and education required to comply with Health and Safety regulations.

Learning Outcomes

On completion of session two, participants will be able to:

- Study and understand the Health and Safety on the Farm
- Discuss and understand the importance of developing a Health and Safety Plan for the Farm
- Apply safe work practises on the farm
- Identify the relevant training and education required to become compliant with Health and Safety Law

Indicative Syllabus

Topic	Methodology	Activities	Resources
<ul style="list-style-type: none"> • Health and safety procedures on the farm • Basic safety rules • Safe work practises • Health & Safety on the farm training • General & specific risk factors • First Aid procedures • Safe work with vehicles • Safe machinery use • Injuries and hazards in agricultural work • Child & public safety • Hazardous chemicals on the farm • Personal protection equipment • Emergency preparation 	<p>A blended learning approach combining online and classroom education</p>	<ul style="list-style-type: none"> • Group discussion • Practical exercises • Case studies • Quizzes 	<p>Environment, Human Health and Safety Perspectives to Private Sector Participation in Agriculture by B. Olatunde-Opeolu</p> <p>Simulation tests of roll-over protection structure by J. Karliński</p> <p>Occupational Health Safety: Instructional Guideline for Children in Agriculture Labor by H. Ibrahim</p> <p>Automating Agricultural Vehicles by V. Callaghan, M. Raggett</p> <p>National Safe Tractor and Machinery Operation Program by W. C. Harshman, A. M. Yoder, J. W. Hilton, D. J. Murphy</p> <p>Think Safety With... Walk-Behind Rotary Tillers by Outdoor Power Equipment Institute, Inc.</p> <p>Tiller Safety and Operation Tips. How to Safely Operate a Rototiller or Cultivator by J. W. Tiller</p> <p>Harvesting Safety Basics by Farm Safety Association, Inc.</p> <p>5 risks to be aware of when driving near tractor trailers by S. R. Janezic, D. E. Johnson, M. E. Taradash, R. M. Taradash</p> <p>Safety and health</p>

			in agriculture by the International Labour Organization
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Session 3: Risk Assessment

Description

Session three will focus on providing participants with the knowledge and skills to enable them to carry out a risk assessment in line with meeting Health and Safety plans for the farm. Participants will review risk assessment plans and strategies and learn to adopt the principles and practises associated with carrying out a risk assessment on a farm. Participants will be equipped with risk assessment templates, guidelines and tips on creating a quality risk assessment plan. Through case studies and samples, they will evaluate risk assessment plans and advise on how to make improvements.

Learning Outcomes

On completion of session three, participants will be able to:

- Interpret risk assessment strategies
- Gain an understanding of a principles and practises of creating a risk assessment on a farm
- Develop and implement risk assessment in line with farm health and safety plan

Indicative Syllabus

Topic	Methodology	Activities	Resources
Assessing hazard during work on the farm <ul style="list-style-type: none"> • Risk assessment strategies • Best practises to limit hazard • Development of a safety plan • Guidelines to determine possible risk on the farm • Elimination of the hazard • Safe working systems 	A blended learning approach combining online and classroom education	<ul style="list-style-type: none"> • Group discussion • Practical exercises • Case studies • Quizzes 	Occupational Health Safety: Instructional Guideline for Children in Agriculture Labor by H. Ibrahim National Safe Tractor and Machinery Operation Program by W. C. Harshman, A. M. Yoder, J. W. Hilton, D. J. Murphy Environment, Human Health and Safety Perspectives to Private Sector Participation in Agriculture by B. Olatunde-Opeolu

<ul style="list-style-type: none"> • Minimizing hazard through information and training • Risk control strategies 			<p>Methods for the Determination of Possible Damage to People and Objects Resulting from Releases of Hazardous Materials by Ministry of Social Affairs and Employment</p> <p>Workplace Safety and Health: Additional Data Needed to Address Continued Hazards in the Meat and Poultry Industry by U.S. Government Accountability Office</p> <p>Hazard Prevention and Control in the Work Environment: Airborne Dust by World Health Organisation</p> <p>Occupational Safety and Health in Public Health Emergencies: A Manual for Protecting Health Workers and Responders by World Health Organisation & International Labour Organization</p>
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