



## Self-assessment questionnaire - module 1 (updated)

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**Q1:** *What is the concept of ecological farming?*

- a) *Limited use of fertilizer*
- b) *Limited use of pesticides*
- c) *Limited use of plant growth regulator*
- d) *All of the above***
- e) *None of the above*

**Q2:** *What is called a person who sees production factors and brings them together regularly in order to produce and market economic goods or services?*

- a) *Partner*
- b) *Entrepreneur***
- c) *CEO*
- d) *Manager*

**Q3:** *Which of the following is not a feature of an eco-entrepreneur?*

- a) *Motivation*
- b) *Self-reliance*
- c) *Farsightedness*
- d) *Selfishness***

**Q4:** *What are those who bring together various factors in agricultural production to develop and produce innovative ideas against a number of risk factors?*

- a) *Eco-farmer*
- b) *CEO of Eco-farm*
- c) *Organic Farmer*
- d) *Eco-farming entrepreneur***



**Q5:** *What are the requirements for success in eco-farming entrepreneurship?*

- a) *Faith*
- b) *Problem solving ability*
- c) *Social enterprise*
- d) *All of the above***
- e) *None of the above*

**Q6:** *Can small-scale eco-farmers become entrepreneurs?*

- a) – Yes**
- b) – No

**Q7:** *Which skills can be called entrepreneurial in eco-farming?*

- a) *Opportunity skills*
- b) *Strategy skills*
- c) *Networking skills*
- d) *All of the above***
- e) *None of the above*

**Q8:** *What are the important factors in animal raising in eco-farming?*

- a) *Feed*
- b) *Health*
- c) *Species*
- d) *All of the above***
- e) *None of the above*

**Q9:** *Converting a farm into an eco-farming facility is a quick and easy process.*

- a) True**
- b) False

**Q10:** *Which of the following is an eco-farming practice that helps to maintain the soil health?*

- a) *Monoculture*
- b) *Soil erosion*
- c) *Crop rotation***
- d) *Biocontrol*



e) *All of the above*

**Q11:** *Crop diversity is a distinctive characteristic of eco-farming.*

a) **True**                      b) *False*

**Q12:** *Eco-farming is important because,*

- a) *It increases soil structure*
- b) *No pesticide is used*
- c) *It is less harmful to environment*
- d) *None of the above*
- e) **All of the above**

**Q13:** *The application of pesticides is allowed in eco-farming to control the insect pests, diseases and weeds.*

a) *True*                      b) **False**

**Q14:** *Which of the following natural enemies are allowed to use in eco-farming?*

- a) *Predatory insects*
- b) *Parasitic wasps*
- c) **Both of the above**
- d) *None of the above*

**Q15:** *What are the barriers or challenges in eco-farming?*

- a) *Natural barriers*
- b) *Production barriers*
- c) *Attitude barriers*
- e) **All of the above**
- d) *None of the above*

**Q16:** *Which of the following is not allowed to use in the biopest control in eco-farming?*

- a) *Predators*



b) Parasitoids

**c) Pesticides**

d) None of the above

e) All of the above

**Q17:** *The majority of the predatory insects are used as natural enemies in the biological control of different harmful insect pest species.*

**a) True**

b) False

**Q18:** *Which of the following is not a biological control agent?*

a) Ladybird beetle

b) Green lacewing

c) Preying mantis

**d) White fly**

e) Syrphid fly

**Q19:** *Pathogens are used in the biological control of harmful insect pests known as entomopathogens.*

**a) True**

b) False

**Q20:** *What is an entomophagous insect in eco-farming?*

a) plants feeder insect

b) harmful insect

**c) insects feeder insect**

d) None of the above

e) All of the above

**Q21:** *Why the biopest control is important in eco-farming? Explain your answer with examples.*

**Q22:** *Write the name of any one method that helps to maintain the soil health in eco-farming?*

**Q23:** *Write the name of any one tool that is used in eco-farming?*

**Q24:** *Please, describe in brief the ecosystem of eco-farming.*

**Q25:** *What is the difference between predator and parasitic insects in biological control?*



## Self-assessment questionnaire - module 2

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### *Knowledge-based assessment*

1. Generic business and management skills is one of the skills-gap often encountered in the agricultural sector and therefore farmers need to develop
  - a. **CORRECT**
  - b. NOT CORRECT
2. Marketing is the ability to determine the most appropriate financing and investing activities for a company / setting a vision for a company and then realizing that vision through small, achievable goals.
  - a. CORRECT
  - b. **NOT CORRECT**
3. Entrepreneur is the definition of a small business owner.
  - a. CORRECT
  - b. **NOT CORRECT**
4. Socially responsible agri-business entrepreneurs are the farmers who recognise that the financial success of the farm needs to balance with a social and environmental role.
  - a. **CORRECT**
  - b. NOT CORRECT
5. Collective ownership and individual goals is one of the 4 types of cooperative entrepreneurship.
  - a. **CORRECT**
  - b. NOT CORRECT
6. One of the main characteristics of a cooperative company is that cooperation is a means of stimulating the entrepreneurial process in agriculture. It is a community that is democratically governed and a way of mutual assistance. Cooperation is a means of satisfying the individual interests of the entrepreneur. Entrepreneurs can choose partners, resources, market and production structure independently.
  - a. **CORRECT**
  - b. NOT CORRECT
7. The formation of limited liability companies is accomplished by signing a company agreement, which describes the rights and obligations of the partners and the main activity they will carry out.
  - a. **CORRECT**
  - b. NOT CORRECT
8. Joint Stock Company - for attracting and operating a minimum amount of capital. It limits the economic risk of participants in carrying out an activity.
  - a. CORRECT
  - b. **NOT CORRECT**



9. Limited Liability Company - hybrid capital company. Affiliates may be only natural persons who, through mutual assistance and cooperation, carry on business activities to satisfy their economic, social and cultural interests.
  - a. CORRECT
  - b. NOT CORRECT**
10. Starting an agri-business does not require – for new farmers – to register with the Register of Farmers and Rural Enterprises which is managed by OPEKEPE (the unique body in Greece responsible for the new Common Agricultural Policy (C.A.P.) aid schemes).
  - a. CORRECT
  - b. NOT CORRECT**
11. Agricultural activity, that is, any professional activity in at least two of the sectors of the agricultural economy, namely vegetable, animal or fishery production (marine fisheries, inland fisheries, sponges, shellfish and aquaculture) aimed at the production of agricultural products and the professional activity involved in managing a up to 100 kW renewable energy sources, up to 10-room of agri-tourism units and forest production, as well as for legal and natural persons holding a farm without having previously engaged in agricultural activity..
  - a. CORRECT
  - b. NOT CORRECT**
12. Professional Farmer - engaged 100% of his total annual working time and receives at least 90% of his annual income from this employment.
  - a. CORRECT
  - b. NOT CORRECT**
13. In order to pass their company through its survival step, entrepreneurs should engage their board members (or consultants / advisors) to help (honestly) assess their company's strengths and weaknesses, as their educated opinions can provide important reality checks.
  - a. CORRECT**
  - b. NOT CORRECT
14. Management practices that can aid SMEs in adapting to this growth provide the necessary infrastructure for SMEs when the formal structures and systems already established are unable to support the rapidly growing company:
  - a. business logic**
  - b. capture and share information**
  - c. build relationships**
  - d. manage organisational politics**
  - e. leadership style. Establishing a clear vision and being available for the employees—core concepts of business logic--allows CEOs to steer the direction of the company while still encouraging employees to be creative and share new ideas**
  - f. Introducing a clear sense of vision
  - g. Making organisational changes in advance of a crisis of performance
  - h. Holding on to past practices while getting bigger
15. Managing transitions in high-growth businesses is critical to success. This includes the following issues:
  - a. Growth produces increased managerial complexity**

- b. **High-growth companies need to undertake organizational changes in order to cope with complexity. There is a variety of different approaches, but none should be suggested as the best to follow**
  - c. **There are common patterns while defining transitions in high-growth businesses. Each has different resource requirements. These resources must be developed ahead of time**
  - d. **High-growth companies can improve their ability to manage rapid growth, by reducing the cycle time between major growth transitions**
  - e. **Transitions cannot always be managed from the top. They can also occur through a self-organised process**
  - f. "Entrepreneurship Certificate" obtained by applying to the Applied Entrepreneurship Training Application.
  - g. Establishment of own business with own capital
  - h. Business plan project
16. Some of the key qualities / characteristics of successful businesses are listed below:
- Are projectized. All their operations are governed by (agricultural) Project Management principles and good practices to international standards and consider using the necessary technical risks / risks involved
  - Have a specific business model that they follow faithfully while at the same time being open to change and capable of managing it
  - Acquire Know how to manage their Ideas effectively
- a. **CORRECT**
  - b. NOT CORRECT
17. Running an agri-business entirely based on EU programs is a secure way to keep it alive - even to thrive - due to the large amount of financial aid that is available each year in agriculture.
- a. CORRECT
  - b. **NOT CORRECT**
18. Mitigating a risk means to entirely resolve it.
- a. CORRECT
  - b. **NOT CORRECT**
19. Rapidly growing Ventures face unique managerial challenges, comprising:
- instant size
  - A sense of reliability
  - Internal turmoil
  - Need of extraordinary resources to support growth.
- a. **CORRECT**
  - b. NOT CORRECT
20. Target setting is important part of the action plan during the survival phase of a company.
- a. **CORRECT**
  - b. NOT CORRECT



***Skills and competence based assessment:***

21. **Case study:** You are running an agri-business company that has passed the phases of survival and firm growth and has reached its maturity phase in the sector of organic products. A friend of yours, a consultant, advises you that since the “engine” of your business is working well, you should not change anything that might affect its operation negatively. What would you do if you were this farmer?
22. **Case study:** You are running a new agri-business company at its stage of survival in an environment of financial crisis and you face issues in running the business profitably. Your school colleague who is now in the USA, advises you to spread your business by developing new products or entering a new market that does not appear to be affected by the crisis (for example to add an agri-tourism activity to it). What would you do if you were this farmer?
23. **Task:** Please explain with few sentences what steps would you take if you want to start an agri-business while your last working status was as an employee in an IT company.
24. **Task:** Please explain which could be the main benefits for you to participate in a cooperative entrepreneurial scheme company.
25. **Task:** Please give us an overview of your reactions as an entrepreneur running a business, when you realise that two other new companies are active in the same sector, producing exactly similar products with you.





### 3.1. Sustainable land management

- 1. Entrepreneurship in agriculture is aimed at carrying out activities related to land cultivation, compliance with environmental standards and increasing fertility.**

*True*

False

- 2. Indicate the main directions that distinguish the eco-farmer, as an entrepreneur, from others.**

.....

- *Land: Proper use of land largely determines the quality and quantity of production.*
- *Geographical and climatic features: They determine the types of crops that are sown, the different productivity and quality and reduce the influence of climatic factors.*
- *Seasonality of production: This factor is related to the period of development of organisms.*
- *Remoteness of the eco-farm from settlements: This factor increases the cost of production due to the inclusion of transport costs.*
- *Use of equipment, buildings and other necessary equipment for the production of eco-products.*

- 3. The concept of sustainable agriculture combines three main goals: environmental protection, economic profitability and social support**



True

False



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**4. List and describe the basic principles of organic farming and animal husbandry:**

.....

- *Principle of health: Organic farming must maintain and improve the quality of soil, plants, animals and man as a whole.*
- *Principle of ecology: Organic farming must be based on the principles of ecological cycles and systems, maintaining them. All people involved in this activity of production of ecological products must preserve the environment - landscape, climate, biodiversity, air and water.*
- *Principle of responsibility: The management of the ecological farming must have a responsible character, protecting the health and well-being of generations and the environment.*
- *Principle of fairness: The ecological farming must be built on relations that are consistent with the environment, the relationship between humans and animals.*

**5. The management of an eco-farm is a decision-making process for allocating limited resources in order to best meet the needs of the farming family.**

True

False

**6. The structuring of the agricultural holding provides:**



*A) distribution of staff, factors of production, delineation of powers and responsibilities between jobs.*

B) Funds

**7. The production structure of the farm expresses the quantitative proportions between the different productions in the eco-farm.**

*True*

False

**8. Agricultural eco-farms produce fruits and vegetables using methods and means to obtain high quality and healthy products.**

*True*

False

**9. What appropriate way would you choose to maintain soil fertility. Describe your choice.**

.....

*A very suitable way to maintain soil quality is to implement a multi-year crop rotation and mulching program.*

**10. What breeds of animals are suitable for breeding in eco-farms?**

.....

*The animals that must be bred in eco-farms are of breeds adapted to local climatic conditions and resistant to diseases. It is desirable to avoid the animals bred in conventional farms.*



**11. What is the acceptable percentage of reproduction of a herd of cattle in an organic livestock farm?**

*A) up to 10%;*

*B) up to 20%;*

*C) up to 30%;*

**12. What is the acceptable percentage of repair of a herd of adult pigs, sheep, goats in an eco livestock farm?**

*A) up to 10%;*

*B) up to 20%;*

*C) up to 30%;*

**13. What is the minimum milk period of cattle in an organic livestock farm?**

*A) up to 3 months;*

*B) up to 2 months;*

*C) up to 1 month;*

**14. What is the minimum milk period of sheep, goats and for pigs in an organic farm?**

*A) up to 45 days;*

*B) up to 10 days;*

*C) up to 30 days;*

**15. In livestock eco-farms the feeding with food that contains antibiotics, coccidiostats, hormones and other substances that stimulate growth or**



**productivity, as well as force-feeding, GMOs, milk replacers and milk powder is prohibited.**

*True*

False

**16. In eco farms you can keep animals tied up, in cages, sows can be kept individually, birds can be bred in cages.**

True

*False*

**17. In eco-farms, the teeth of small piglets can be trimmed, tails and claws can be trimmed, and animals can be dehorned.**

True

*False*

**18. The usage of: veterinary medicinal products to stimulate growth and productivity, nutritional antibiotics, coccidiostats, chemically synthesized growth stimulants, hormones to control reproduction in the livestock eco-farms is prohibited.**

*True*

False

**19. The crop rotation aims to: reduce the appearance of weeds, preserve the optimal structure of the upper soil layer, prevent soil depletion.**

*True*

False



**20. Prepare a plan for a four-year vegetable crop rotation on an eco farm. Consider the location of plant species in terms of lighting, trees, shrubs in the areas to be sown.**

.....

**21. Land is a fixed asset that is spatially limited, immobile, non-renewable and has a humus layer.**

*True*

False

**22. The planning of the land usage is a systematic assessment of the land, water resources, land use alternatives and socio-economic conditions in order to determine the most appropriate conditions for use.**

*True*

False

**23. The planning of land usage does not envisage:**

- **To collect basic output information: geographical location, soil resource, climate, relief, infrastructure, forms of ownership and land use.**
- **To determine the period to which the plan refers.**
- **To draw up a plan for transformation of the types of land, planning the size of the areas used for sowing and crop rotation.**
- **To determine activities related to fertilization.**
- **To determine the financial resources and sources of funding for these activities.**
- **To develop measures for land and environmental protection of the production.**



True

*False*

**24. The strategic business plan is a set of the main goals of the eco-farm and the ways to achieve them over a long period of time;**

*True*

False

**25. The tactical business plan covers a long period of time, 10 years and onwards.**

True

*False*

**26. The certification of eco-products is carried out by a special institution that issues a written certificate.**

*True*

False

**27. Identify the slowly renewable land resources. Determine which of them can have a significant impact on the climate.**

.....

**28. What agricultural measures can affect water quality**

.....

*Establishment of buffer zones located near running waters in which no fertilizers are applied and no pesticides are used. Planting trees and shrubs, creating artificial wetlands.*



**29. What would you do to preserve the quality and fertility of the soil in your eco-farm.**

.....

- *Mapping of the types of soils that are on the farm*
- *Periodic inspection of soil nutrient reserves*
- *Manure spreading*
- *Sowing of intermediate crops*
- *Composting*

**30. A "biological corridor" is an area of great biodiversity, around an eco-farm and between farms.**

*True*

False

**31. Indicate animal breeds that are suitable for eco-farms.**

.....

**32. Indicate species and varieties of plants that are suitable for eco-farms.**

.....

**33. To ensure high quality grass food, it is necessary to observe:**

- **The synchronization of the animal density with the grass growth.**
- **The application of rotary grazing or strip grazing.**

*True*

False

**34. List manure management practices.....**

.....





- *Design of efficient manure cleaning and collection systems.*
- *Keeping all areas inside and outside the breeding premises clean and dry.*
- *Separation of faeces from urine.*
- *Use of aerobic digestion through a plant that produces biogas.*

**35. Plant protection in order to prevent disease can be achieved by:**

- **Sowing**
- **Use of resistant plant varieties**
- **Biological control of pests, through beneficial organisms or natural enemies**

*True*

False



### 3.2. Promoting new technologies and innovation adjusted to the national country vision

1. A key priority for European agriculture in the framework of the EU's common agricultural policy is to stimulate the transfer of knowledge and innovation in the field of agriculture.

*True*

*False*

2. The introduction of e-agriculture cannot trace parameters related to climate, ecology and food production.

*True*

*False*

3. Indicate the benefits of the introduction of information technology in agriculture in your opinion.

.....

- *Tracking the yields of a crop*
- *Appropriate fertilization time*
- *Reduced water consumption through drip irrigation*
- *Animal health*

4. What approach and management solution would you choose for your eco-farm to get the maximum production using information technology?

.....

- *Example: Through access systems maps can be used, which are maintained by a geographic information system, that show where the soil is moist or dry, where there is a need for watering, fertilizing, application of preparations or other agronomic activity.*

5. Indicate the benefits of digitalisation of the agriculture:

.....

- *Better risk management*
- *Higher yields*
- *Increasing efficiency and forecasting*
- *Higher selling prices of farmers' products*



- *Reducing the harmful effects of agriculture on the environment*
- *Improving the working conditions of farmers*
- *Diversification of production and insignificant costs*

**6. Biomass can be obtained from plant or animal material and is the oldest source of energy from renewable sources. Biomass can provide a significant part of the energy, thus reducing carbon dioxide emissions.**

*True*

*False*

**7. Describe what a "Smart Village" is:**

.....

*Measures aimed at infrastructure renewal, digitalisation, strengthening economic ties between cities and surrounding villages.*



### 3.3. Broadening management skills

- 1. Organic farming is a specific method of organization of agricultural production, which maintains the ecological balance and its products are produced in compliance with the maximum balance in the soil-plant-animal system and the natural development cycles.**

*True*

*False*

- 2. Indicate the goals and objectives that are aimed at in Sustainable Development of Agriculture.**

.....

- *Systematic approach to the production unit and the striving for minimal human intervention in the regulatory mechanisms of nature.*
- *Stabilization of agro-ecosystems on the basis of diversification, biodiversity and integration.*
- *Diversification of the production system.*
- *Diversification of plant protection.*
- *Adequacy of the approaches, methods and means for pest control; alternative plant protection system.*
- *Implementation of the main plant protection measures according to the standards for organic farming and the experience in our country.*
- *Use of animal breeds adapted to local conditions.*
- *Application of methods of breeding close to their natural way of life, which reduce stress and ensure their good health.*

- *Providing sufficient space for the manifestation of their natural behaviour (area in barns, yards, walks and outdoor grazing).*

**3. The indicators of profit and profitability fully characterize the final results of the farm.**

*True*

False

**4. The efficiency of the management activity related to the subject of management can be characterized by quantitative (economic effect) indicators. Quantitative indicators for the operation of the management system include:**

- **labour indicators: economy of living labour, number of workers.**
- **financial indicators: reduction of management costs.**
- **indicators for saving time, reducing the duration of the management cycle as a result of the introduction of information technology and progressive organizational procedures.**

*True*

False

**5. The efficiency of the management activity related to the subject of management can be characterized by qualitative indicators (social efficiency):**

- **raising the scientific and technical level of management; the level of integration of management processes.**
- **job satisfaction.**
- **strengthening the social responsibility of the enterprise and the environmental consequences.**

*True*



False

**6. What groups of tasks does modern eco-agriculture set?**

.....

*A) production tasks for the production of food, industrial raw materials and renewable energy products managed on a market principle.*

*B) tasks for maintaining the environment and human employment, cultural and social tasks related to the region, landscape and soil, etc.*

**7. What specific production costs do you anticipate in your eco farm, producing organic products?**

.....

- control and certification, which are quite significant costs, as they depend on the choice of certificate(s), the size of the farm and the degree of closing the cycle.*
- costs for specialized analyzes of soils and production.*
- for special packaging and wrapping (made of eco-paper and cardboard, coloured glass, metal wrapping).*
- to maintain biodiversity (buffer zones and spaces around bio-production fields), etc.*

**8. The production capacity of the eco-farm represents the possible quantity of production of a certain nomenclature, assortment and quality, which could be produced for a certain period of time, under optimal conditions and operating mode.**

*True*

False

**9. The production capacity of the enterprise is the maximum quantity of production of a certain assortment and quality, which is produced for a certain period of time under optimal conditions and operating mode.**

*True*

False

**10. The human resources management process does not include:**

- **Finding and hiring new employees**
- **Compensations and bonuses**
- **Training of the personnel**
- **Work and service relationships**
- **Organizational development**

True

*False*

**11. Production costs are the costs that the farm makes in the process of accumulating its capital. List the costs of the farm.**

.....

A) According to the nature of the costs:

- *material - for raw materials, spare parts, etc.*
- *labour - for salaries and insurance*

B) According to their influence on the volume of production:

- *permanent - have a negligible effect (depreciation)*
- *variables - change proportionally or significantly affect the volume of production*

C) According to the properties of the costs are:

- *one-element - costs with the same economic content - salaries, insurance, depreciation*



- *complex costs – different in economic composition - costs for organization and management, including salaries, insurance, heating costs, etc.*

*D) According to the accounting law, the costs are:*

- *operating costs*
- *administrative costs*
- *financial costs*
- *exceptional costs*
- *tax costs*

**12. The prime cost is the assessment of the assets created in the company and is a monetary expression of the expenses made.**

*True*

False





### 3.4. Trustworthiness and respect in business

**1. Safe working conditions are conditions that allow the normal functioning of the human body and are expressed in the requirements of the labour process. Safe conditions are a guarantee for the protection of the physical and mental integrity of the human body.**

*True*

False

**2. What does the employer need to do to ensure safe and healthy working conditions?**

.....

*The employer is obliged to develop and approve rules for safe and healthy working conditions in the eco-farm and to provide instruction and training to employees. He must provide them with special work clothes and personal protective equipment, as well as secure the machines they work with.*

**3. The term "discrimination" means "distinguishing", towards an individual or group, and treating them differently on the basis of their class, category, race, ethnicity, religion, sexual orientation, personal qualities.**

*True*

False

**4. Define harassment.**

.....



*Harassment: consistent, purposeful, intentional, hostile, repetitive behaviour of one or more persons who wish to harm others.*

**5. The farmer must be competent in the field in which he works and responsibly apply specific knowledge and experience. The basic skills are aimed at maintaining and helping other workers on the farm or organization.**

*True*

*False*

**6. Intellectual products cannot be turned into stock and traded as such on the market.**

*True*

*False*

**7. What do you understand by a conflict of interest. Give a definition.**

.....

*Conflict of interest means the conflict between the public duties and the personal interests of the employee, which may affect the performance of his official duties.*

**8. Indicate the measures used for the prevention of conflict and for searching for solutions.**

.....

- *establishing good practices for protection of the interests of the company / farm*
- *legislative norms for disclosing non-permanent and accidental conflicts*



*of interest*

- *observance of the principles of responsibility, transparency*
- *development of ethical rules in the farm / company*

**9. The geographical indication in the production of food, beer and beverages is not regulated by national and international regulatory sources.**

True

*False*

**10. Give examples of products with a designation of origin in your country.**

.....



### 3.5. Promoting group entrepreneurship

- 1. The main elements of the entrepreneurial process are the initial idea (innovation), the beginning of the process, the realization of intentions, and growth.**

*True*

False

- 2. Identify the factors that influence the entrepreneurial process:**

.....

- *personal characteristics*
- *social characteristics*
- *organizational characteristics*

- 3. How many types of cooperative entrepreneurship do you know by ownership?**

.....

*Traditional Cooperative*

*Cooperative with share participation*

*Cooperative with other subsidiaries*

*Cooperative with proportional shares*

*Cooperative joint stock company*

- 4. A Cooperative is a means of stimulating the entrepreneurial process in agriculture and is a community which is democratically governed and a way of mutual assistance.**

*True*

False

- 5. Point out the advantages of a Cooperative.**

.....

- Economic role: organizes economic activity
- Improves the social, cultural and economic status of its members



**6. The establishment of limited liability companies is carried out by signing a company contract, which describes the rights and obligations of the partners and the main activity they will perform.**

*True*

*False*

**7. Indicate the particularities of the joint stock company and that of the limited partnership.**

.....

- *A joint stock company is a form of attracting and operating a large amount of capital. It limits the economic risk of the participants in carrying out an activity. The joint stock company is widespread in all market economy countries.*
- *A limited partnership with shares is a hybrid capital company. Partners may be individual and legal persons who, through mutual assistance and Cooperative, carry out commercial activities to satisfy their economic, social and cultural interests.*



### 3.6. Enhancing and managing efficiency in production

**1. Efficiency is the ratio between the result of the activity and the resources used, the cost efficiency or the result and the resource efficiency.**

*True*

False

**2. In private organizations (companies, eco-farms), production efficiency and management efficiency are established separately.**

*True*

False

**3. In eco-farms, the efficiency of management is not directly related to the efficiency of production.**

True

*False*

**4. The efficiency of management in eco-farms is mainly reduced to obtaining maximum production results with minimum labour costs.**

*True*

False

**5. Production efficiency is when the manufacturer creates his products with the best available technology with an optimal combination of factors and a minimum level of costs.**

*True*

False

**6. Indicate the specific conditions that must be met in order to achieve production efficiency:**

.....



A) *Economic units must function as their production is at the level of their cost curves, not above them.*

B) *Economic units in an industry must have the same level of marginal cost.*

**7. Allocative efficiency includes the concept of production efficiency, but it requires production structures to produce the most preferred product by consumers.**

*True*

*False*

**8. The competitive market mechanism does not lead to efficient distribution of limited resources between eco-farms, efficient distribution of products among consumers and optimal combination of production results.**

*True*

*False*

**9. Current costs (production minus sales costs) are incurred constantly throughout the year and characterize the cost of production.**

*True*

*False*

**10. One-time expenses are not advanced funds for basic capital, investments, innovations, etc.**

*True*

*False*

**11. Profitability is one of the main indicators of the efficiency of the production activity of the farm and is defined as the ratio of the financial result (profit) and the costs or resources spent on its production (capital, investments, assets, etc.).**

*True*

*False*



**12. Management decisions are important to increase production efficiency. Identify the factors that affect production:**

.....

*External factors affect in the short term and are not controlled by the farm management.*

*Internal factors are under the control of the management of the farm.*

**13. The production process consists of successive elements and is classified into four groups:**

- **beginning of the process: factors related to the resources spent**
- **process: through it initial resources are transformed into finished products**
- **result: production intended for sale and services**
- **feedback: measuring the result**

*True*

*False*

**14. The efficiency of the eco-farm depends on external and internal factors. Please list the factors on which efficiency depends.**

.....

- *Competition, business management*
- *Change in the capital structure*
- *Increasing the scale of production*
- *Demographic changes*
- *Social change*
- *Labour force - education, mobility*
- *Land- availability, price*
- *Access to finance*



**15. The effectiveness of the management process is not determined by:**

- **Adaptation of the organization to the environment**
- **Setting and achieving goals**
- **Integration and coordination of activities in the farm (enterprise)**
- **Preservation of the social structure and development of the organization.**

True

*False*

**16. List a few ways to increase production efficiency**

.....

- *the production process is performed quickly without lowering the quality of the products*
- *control of the materials used*
- *reduction of production time*
- *strategic planning, including the basic needs of the market, storage time*

**17. The production process in each eco-farm is a set of interconnected processes, through which the objects of labour are directly affected or supported, as a result of which production is produced.**

True

False

**18. Indicate basic principles for organizing and reducing the labour intensity of production:**

.....

- *Coherence in the work at each stage of production*
- *Reduction of the passage of raw materials and semi-finished products through all stages of the production process*
- *To ensure continuity in the movement of materials and to use the means of labour*
- *Rhythm of production processes*



**19. Indicate the main ways to reduce the use of energy resources in eco-farms:**

.....

- *Improvement of technological processes and introduction of more modern and high-tech processes*
- *Increasing the efficiency of production by using devices and machines saving electricity*
- *Automation of technological processes in agriculture*
- *Introduction of waste-free technologies*

**20. Land is a major resource and an important factor in efficiency. Increasing productivity on farms can accelerate erosion or fertilization can cause environmental pollution.**

*True*

False

### 3.7. Managing eco-farm businesses according to long-term plan

**1. Planning is a one-time activity for developing plans for your activity.**

True

False

**2. Is it necessary to plan every work activity?**

Yes

No

**3. The strategic planning process lasts:**

A) 3-5 years

B) 2 years

C) 1,5 years

**4. The strategic plan is a framework for achieving the set goals, including the necessary resources, deadlines and people responsible for areas of activity.**

True

False

**5. The organization is a set of all management actions necessary for the rational distribution of available factors of production.**

True

False

**6. Farmers as managers perform tasks based on the rights and responsibilities they have. They have job descriptions.**

True

False



**7. Leaders do not need to know the people who work in the eco-farm, to present the tasks and to motivate their employees.**

True

*False*

**8. The control is the main management function, through which the feedback between the planned and achieved results (goals) in an eco farm is realized.**

*True*

False

**9. Market control is not applied in the conditions of developed market competition, where the main engine is the price.**

True

*False*

**10. Through clan control, an appropriate organizational culture is achieved: selection of employees, workers in the eco farm. (*Clan control refers to the values and beliefs of an organization that operates more like a family than a company.*)**

*True*

False



### 3.8. Using specialized software

- 3. Software solutions in the eco-farm can improve results at three levels: administrative, technical and financial.**

*True*

False

- 4. Describe how the identification of individual farm animals is performed**

.....

- 5. The electronic maps are compiled on the basis of field survey data and the method of plowing, plant density, fertilization, etc. can be determined. They can be used to track the development of crops in each specific area.**

*True*

False

- 6. What software would you choose to improve the work and financial performance on your eco-farm. Please describe in more detail.**

.....

- 7. Electronic maps are created in order to:**

*A) to optimize water costs*

*B) determine the quantity of propagating material*

*C) to define the boundaries of the field*

- 8. The electronic map of the field cannot be used to record crop homogeneity, crop height, number of sprouted plants, plant diseases.**

True

*False*



## Self-assessment questionnaire - module 4 (updated)

Author: Canakkale Onsekiz Mart University, Turkey

**Q1:** Which of the following is among the external financial sources for eco-farm entrepreneurs?

- a) Loans from family members
- b) Loans from non-profit organizations
- c) Bank financing**
- d) Loans from traders
- e) All of the above

**Q2:** Which of the following is not included among external financial sources for eco-farm entrepreneurs?

- a) Government loans
- b) Loans from landlords**
- c) Venture capital
- d) Bank loans
- e) All of the above

**Q3:** Which of the following is not applied to ensure sustainability in the marketing of eco-farm products?

- a) Increasing eco-farm product prices every year**
- b) Producing eco-farm products in same quality every year
- c) Producing eco-farm products in same quantity every year
- d) Signing the business contract every year
- e) All of the above

**Q4:** Which of the following is among the costs in eco-farming?

- a) Management costs
- b) Production costs
- c) Marketing costs
- d) None of the above
- e) All of the above**



**Q5:** Which of the following should pay attention to e-marketing for young eco-farm entrepreneurs?

- a) Ratio of young population of the region
- b) Population density of the region
- c) Education level of the people in the region
- d) None of the above
- e) All of the above**

**Q6:** Loans for eco-farming purposes are determined as short term, medium term and long term loans.

- a) True**
- b) False

**Q7:** Which of the following is the most significant internal financing source of early stage investment for young eco-farm entrepreneurs?

- a) Business angels funding**
- b) Micro-credits
- c) Crowd-funding
- d) Venture capital
- e) All of the above

**Q8:** Loans for eco-farming purposes are divided into four sections such as business, investment, marketing and eco-farm industry according to their usage.

- a) True**
- b) False

**Q9:** What would be the strategies for financing a new eco-farm entrepreneur?

- a) Idea
- b) Plan
- c) Action
- d) None of the above
- e) All of the above**

**Q10:** What are the reasons for financing a new eco-farm entrepreneur?



- a) Small structure of the farm
- b) Marketing costs
- c) New technologies
- d) Weak capital structure
- e) All of the above**

**Q11:** What does SWOT stand for?

- a) Strong, Weak, Opportunist and Threshold
- b) Smooth, Weather, Optimist and Temperature
- c) Systematic, Wisdom, Open-minded and Thinker
- d) Strengths, Weaknesses, Opportunities and Threats**
- e) All of the above

**Q12:** Marketing costs are generally composed of five factors.

- a) True
- b) False**

**Q13:** Which of the following is a variable cost in eco-farming?

- a) Sales commission
- b) Performance allowances
- c) Bonuses
- d) None of the above
- e) All of the above**

**Q14:** Which factors are involve in the establishment of a business plan in eco-farming?

- a) Funding
- b) Expenses
- c) Market
- d) Entrepreneur
- e) All of the above**

**Q15:** Which of the following is not included among the fixed costs in eco-farm businesses?

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- a) Sales promotion
- b) Distribution costs
- c) Bonuses**
- d) Advertising campaign
- e) Sales force expenses

**Q16:** Which of the following is not included among the management skills of an entrepreneur?

- a) Financial management skills
- b) Human resource management skills
- c) Administration management skills
- d) Customer management skills
- e) Plant and animal management skills**

**Q17:** Which of the following is not a necessary and important practice in eco-farming?

- a) Animal production
- b) Plant production
- c) Beekeeping
- d) Pesticide application**
- e) None of the above

**Q18:** Which of the following is included among the strategic skills of an entrepreneur?

- a) Goal setting skills**
- b) Innovation skills
- c) Financial management skills
- d) Leadership skills
- e) None of the above

**Q19:** What are the e-marketing opportunities for young eco-farm entrepreneurs?

- a) Instagram
- b) Facebook
- c) Both of the above**



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- Q20:** Briefly describe the plan of your business in eco-farming as a young entrepreneur?
- Q21:** Who has the eligibility to give financial support to a new entrepreneur in eco-farming?
- Q22:** Which skills are called entrepreneurial skills in eco-farming?
- Q23:** How the eco-farmers develop their entrepreneurial skills for starting an eco-farm business?
- Q24:** What is the role of women entrepreneurs in eco-farm businesses?
- Q25:** Do eco-farmers need different skills compared to other business people?
- Q26:** Draw a lean business plan scheme.



## Self-assessment questionnaire - module 5 (updated)

Author: EcologyKM Ltd., Bulgaria

### *Knowledge based assessment*

1. Recognition of Prior Learning (RPL) is an assessment process that involves assessment of an individual's relevant prior learning (including formal, informal and non-formal learning) to determine the level of their knowledge, skills and competences
  - a. **CORRECT**
  - b. NOT CORRECT
2. The Recognition of Prior Learning (RPL) process can help those individuals, who do not have qualifications, to acquire in-house training that matches their knowledge and skills, and thereby contribute to improving their employability, social inclusion and self-esteem.
  - a. **CORRECT**
  - b. NOT CORRECT
3. The RPL process can be implemented without age restriction.
  - a. **CORRECT**
  - b. NOT CORRECT
4. The RPL process should be in line with particular qualification/job profile.
  - a. **CORRECT**
  - b. NOT CORRECT
5. The person, who went through the RPL process, cannot confirm that the process allowed them to grow personally and professionally.
  - a. CORRECT
  - b. **NOT CORRECT**
6. During RPL process the experience gained during volunteering and unpaid job does not count.
  - a. CORRECT
  - b. **NOT CORRECT**
7. Portfolio is eligible evidence for RPL assessment.
  - a. **CORRECT**
  - b. NOT CORRECT
8. Job rotation is an approach to gain new knowledge.
  - a. CORRECT
  - b. **NOT CORRECT**
9. Improvement of entrepreneurial skills cannot be a tangible result of mentoring.
  - a. CORRECT
  - b. **NOT CORRECT**
10. In the mentoring process, each party must agree to the choice of the other.
  - a. **CORRECT**
  - b. NOT CORRECT



11. During farming mentoring scheme, the mentees will develop shared learning goals, areas of interest, and opportunities for regular idea exchanges over the course of their relationship with their mentor.
  - a. **CORRECT**
  - b. NOT CORRECT
12. Working on a farm never counts towards a qualification in agriculture or mechanics.
  - a. CORRECT
  - b. **NOT CORRECT**
13. What are the challenges of conducting an RPL procedure (select the correct answer(s))?
  - a. **Insufficient information about the procedure**
  - b. **Mistakes in the selection of the appropriate diploma/certificate**
  - c. **Inappropriate preparation**
  - d. Lack of motivation
  - e. Employee' fear of being judged
14. The RPL process does not have following step(s) (select the correct answer(s))?
  - a. Identifying
  - b. Matching
  - c. **Job interview**
  - d. Assessing
  - e. **Trimestrial examination**
  - f. Crediting
  - g. Moderating
  - h. Feedback
15. The RPL step of "identifying" consists of identifying relevant experiences and acquired learning, while reviewing gained knowledge, skills and competences.
  - a. **CORRECT**
  - b. NOT CORRECT
16. How can an employee gain job knowledge (select relevant approach(es))?:
  - a. Learning theory
  - b. **Reflective practice**
  - c. **Mentoring to or from others/colleagues/managers**
  - d. None of the above
17. Mentoring is a one-to-one, non-judgmental relationship in which an individual mentor voluntarily gives his/her time to teach another.
  - a. CORRECT
  - b. **NOT CORRECT**
18. A farmer-to-farmer mentoring programme can bring together an experienced and less experienced organic farmer. The experienced farmer can show best practices for your type of farming operation.
  - a. **CORRECT**
  - b. NOT CORRECT
19. Mentees must be encouraged to be passive and expect their mentor to chase them.
  - a. CORRECT
  - b. **NOT CORRECT**



20. Target setting is important part of the action plan during mentoring scheme.
- CORRECT**
  - NOT CORRECT

***Skills and competence based assessment:***

21. **Case study:** A young farmer started gradually transforming his father's traditional farm into an organic farm and business with own shop facilities and a bed and breakfast farm for agro tourism. He was hiring extra staff, and was approached by a 54 year old man who had worked the past 15 years on an organic farm. This man has no diploma as he left school at the age of 16, but possesses a lot of knowledge. What would you do if you were this farmer?
22. **Case study:** As a student you have entered a mobility programme in EU country in order to gain practical skills and to improve your competitiveness. Please explain how you will present what you have gained as new knowledge, skills and competences during this process and what presentational tools you may use in order to present them as RPL documentation.
23. **Task:** Please explain with few sentences what you will do if you want to apply for an RPL assessment process.
24. **Task:** Please explain what could be the main benefits for you to participate in mentoring programme in the farming/agriculture sector.
25. **Task:** Please give us an example of your possible goals during mentoring programme.



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## Self-assessment questionnaire - module 6 (updated)

Author: Canakkale Onsekiz Mart University, Turkey

**Q1:** Each and every organic product has different and separate legislations.

- a) True
- b) False

**Q2:** Environmental liability directive aims to prevent the environmental damage to protect

- a) Animal and plant species
- b) Natural habitat
- c) Soil
- d) Water
- e) All of the above**

**Q3:** Which one from the following is included in the basic framework of the safety legislation and environmental protection?

- a) Environmental action programs
- b) Horizontal strategies
- c) International environmental cooperation
- d) Implementation and monitoring
- e) All of the above**

**Q4:** When did the EU launch its sustainable development strategy to promote growth and employment with an environmental dimension in organic farming?

- a) 2001**
- b) 2002
- c) 2005
- d) 2019
- e) None of the above

**Q5:** The EU is a major player in international environmental negotiations.

- a) True**
- b) False

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**Q6:** What is an overall system of farm management and food production that combines best environmental practices, the preservation of natural resources, the application of high animal welfare standards and a production method in line with the preference of certain consumers for products produced using natural substances and processes.

- a) **Organic production**
- b) Traditional farming
- c) Intensive farming
- d) Extensive farming
- e) Monoculture farming

**Q7:** Honey trade in many parts of the world is governed by regulations. These regulations fall into two broad categories. i) They are used to ensure that a product sold as honey really is honey, and not an adulterated substance or false Honey. ii) They are used to ensure that any honey is safe to eat, and is not contaminated with anything harmful to human health.

- a) **True**
- b) False

**Q8:** Animal health care is the practice of reducing the need for veterinary treatment and minimizing morbidity and mortality.

- a) **True**
- b) False

**Q9:** Seedlings are excluded from the collection and exchange of information on organic and in-conversion plant reproductive material. Therefore, to ensure a harmonized approach, it is appropriate to establish a definition of seedlings.

- a) **True**
- b) False

**Q10:** Organic plant reproductive material, organic animals and organic aquaculture juveniles should be used in ..... (**organic production**).

**Q11:** The European Union (EU) organic farming rules cover (**agricultural products**), including (**aquaculture**) and (**yeast**).

**Q12:** Soil cultivation techniques that improve the biodiversity of the soil, protect or increase the organic matter of the soil, prevent erosion and do not compress the soil are used in organic plant production.

- a) **True**



b) False

**Q13:** For plant products to be evaluated as organic, a transition period of at least two years from the sowing date should be applied in.....(**annual**) crops, at least two years of transition period must be applied before being used as fodder crop in pasture and rangeland areas, while in ..... (**perennial**) crops other than fodder crops, a three-year transition period should be applied before their first harvesting as an organic product.

**Q14:** Transportation of animals, from one place to another, is done in stress-free and short time.

**a) True**

b) False

**Q15:** Genetically modified organism (GMO) propagation materials are used in eco-farming.

a) True

**b) False**

**Q16:** Drainage water obtained from industrial and urban wastewater and drainage system cannot be used as irrigation water in eco-farming.

**a) True**

b) False

**Q17:** Which production techniques from followings are allowed in eco-farming animal production?

a) Cloning

b) Embryo transfer

c) Production with genetic modification technique

**d) Natural reproduction**

e) All of the above

f) None of the above

**Q18:** Biologo can only be used on products that have been certified as organic by an authorized control agency or body. This means that they have fulfilled strict conditions on how they are produced, transported and stored.

**a) True**

b) False





**Q19:** Eco-farming is an agricultural method that aims to produce food using natural substances and processes. This means that eco-farming tends to have a limited environmental impact as it encourages.

- a) Responsible use of energy and natural resources
- b) Maintenance of biodiversity
- c) Preservation of regional ecological balances
- d) Enhancement of soil fertility
- e) All of the above**

**Q20:** There are different legislations for eco-farming products at national level in each country.

- a) True**
- b) False

**Q21:** Please enlist the major animal and plant organic products of your country.

**Q22:** Briefly describe the animal health care welfare legislation of your country.

**Q23:** Please cross-check the EU and national legislations about animal and plant productions of your country.

**Q24:** What is the importance of organic products in eco-farming? Explain your answer with examples please.

**Q25:** How the environmental footprint of animal and plant productions be tackled and animal welfare improved?



## Self-assessment questionnaire - module 7 (updated)

Author: CPI, UM, Slovenia

1. What is social entrepreneurship? (describe the definition)
2. Describe the difference between social enterprise and social responsible enterprise!
3. List the three areas where social entrepreneurship is most commonly present!
4. What is the biggest difference between Social Entrepreneurship and Commercial Entrepreneurship? (describe)
5. Which of the following challenges can be addressed by social innovations? (underline the correct answers)

- a) One billion people live in extreme poverty
- b) Millions of children dying from vaccine-preventable diseases
- c) Low attendance of girls in school
- d) Climate change
- e) All the above

6. Social innovations come from individuals, groups or organizations, and can take place: (underline the correct answer)

- a) Only in the for-profit sector
- b) Only in then not-for-profit sector
- c) Only in the public sector
- d) In all the three sectors

7. In social innovation, which element is most likely to come first? (underline the correct answer)

- a) Develop the financial model
- b) Understand the barriers to success
- c) Identify the social challenge or problem
- d) Devise and validate a workable solution

8. Among the choices below, the most appropriate definition for a “social entrepreneur” is: (underline the correct answer)

- a) An entrepreneur with a very outgoing personality.
- b) Someone who develops an innovative answer to a social problem

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- c) An entrepreneur that depends on social media such as Facebook or Twitter to advertise his products or services.
- d) An entrepreneur that works with other business partners.

**9. Which law defines the social entrepreneurship in your country? (write down the definition)**

**10. How your national legislation defines the process of obtaining the status of social enterprise? (write the definition)**

**11. Which are the most important competences of successful social entrepreneur? (list at least three, ad short description/examples)**

**12. If you are the owner and manager of a social enterprise you would be able to: (underline the correct answer)**

- a) Work for free
- b) Work for free and expect your staff to volunteer too
- c) Have the flexibility to earn and pay salaries to your staff.

**13. Social Innovation can be promoted and achieved through public private partnership – explain your answer: (underline the correct answer)**

- a) True
- b) False
- c) **14. Briefly describe three approaches to generating social entrepreneurial ideas.**

**15. Is an entrepreneurial idea the same as an entrepreneurial opportunity? Underline your answer and justify it.**

- a) Yes
- b) No

**16. Describe the process of identifying an entrepreneurial opportunity!**

**17. Explain what a company vision is.**

**18. Explain what the mission of a company is.**

**19. Explain what the values of a company are.**

**20. Explain the “lean business plan” model.**

**21. Why do we use SWOT analysis (Strengths - Weaknesses - Opportunities - Threats)? (answer)**

**22. What are the steps in launching a social business? (list the most important steps)**



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- 23. List three possible forms of social enterprise.**
- 24. List five groups of potential stakeholders of a social enterprise.**
- 25. What is the role of networking in social entrepreneurship? (describe)**