

## Module 3 / Farm Manager Training / start 2027

### Participants profile:

- Presently employed in pig production company, and who have passed Module 2 in this line of courses
- Keenly interested in development of technical competences in management and leadership
- Willing to spend time on training as well as doing homework
- Speak and write English

### Course content:

The course is continuously centered around ideas, theories and practices from the graduate parts of the Danish Agricultural Education, with additional international adaptations – furthermore it is targeted for participants, who already gathered some technical/practical production knowledge and some management experience through existing job functions and also have passed the second module in this line of courses.

Further elaboration will be done in the topics *Farm Economy/ Business Development*, as well as the topics *Strategic Business Management* and *Personal Management Development* will be added.

***Farm Economy/ Business Development:*** The topics introduce approach to deeper understanding of the financial aspects of running a business, as well as analysis and assessments of financial reports and budgets. Furthermore, tools for business development as well short- as long termed, with offspring in assessments of as well local as global markets, and own business strengths and weaknesses. The main subjects contained are:

1. Farm-, business- and global economy
2. Investment and financing
3. Consequence- and risk analysis
4. Trade specific production development
5. Innovation
6. Strategy- and marketing
7. Trading strategy

***Strategic Business Management and Personal Management Development:*** Organizational, strategic and personnel policy tools are brought into action, together with external strategic communication. The goal for these topics is to make the participant able to:

1. Perform the overall business management through organizational, strategic and personnel policy tools and hereby handle the full responsibility of all-level staff management
2. Communicate strategically with business stakeholders both local and national
3. Attract, develop and hold on to employees, and at the same time assess and develop competencies according to business needs for employees and their competencies
4. Assess and develop own personal competencies according to challenges as leader and business owner
5. Use innovative working methods
6. Conducting of project-management
7. Establish and maintaining of network
8. Develop own personal abilities to act as leader in a political environment

### Course flow:

The course spreads over 12 months/all of 2027. It starts with a 3-day residential program at Dalum campus in Odense, early 2027. Hereafter there will be a common farm visit "locally" abroad, combined with lecturing in a 3-day program. In August there will be 3 consecutive days of online lecturing, and finally the course is ended with another 3-day residential session at Dalum in December. In between sessions, there will be homework and online follow up of variable interval and length.

At a few of the sessions, the DFA group will be able to receive lecturing together with Danish agricultural students participating a similar course at Dalum

### Exam:

Participants who complete the course will be offered an exam in Denmark, as a 3-day residential program in December. Exam will be conducted as a written project/case study, that has to be elaborated and defended orally. The issued certificate states only the participants understanding and performance regarding this specific customized program, and cannot be expected acknowledged by any third party – standardized ECTS-certification of specific single topics will be available though, if these are chosen additionally at academy level, which is agreed upon individually.

### Homework:

Homework will be assigned in between sessions and the participants have to be motivated for this, to achieve the full outcome of this course. To make the lecturing as authentic as possible, we urge the participants to bring own production data and cases – thus, it is important that the participants have access to those data and are allowed to use them in the course. A confidential clause is signed with all participants at course start to prevent abuse of data

### Program details:

Further details will follow mid-2026

### Registration and course fee:

Participant number: 10-15

Registration end of 2026 to Povl Nørgaard, Danish Farmers Abroad

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Payment ahead of course-start amounts € 2.600-3.400 ex. relevant VAT per participant. Final fee depends on total participant number. Collection will be conducted by Danish Farmers Abroad

Course fee covers all course costs, including accommodation and catering. Participants transport to and from training venues is *not* covered.