

Management emphasized by A&M agricultural economists

THRALL—It may be an over-used word as far as some agricultural producers are concerned, but "management" was given further emphasis here last week at the 10th Annual Stiles Farm Foundation Field Day. Some 1,500 people attended.

"Management" was highlighted during a formal program by two agricultural economists from A&M, Dr. Ronald Kay and Dr. John Hopkin.

Kay, whose specialty is farm management, noted that management (which he defined as decision-making) is considerably more important today than 20 or 30 years ago. He gave these reasons:

1. There are more decisions to be made today.
2. More is lost in terms of dollars and cents from a poor decision.
3. More of today's decisions are "money" decisions.
4. Some people are becoming better managers — competition is getting stiffer.

In offering his suggestions for improving management, the assistant professor stressed two items—more desk time and being

Dr. Linder to receive Navy grant

Dr. John S. Linder of A&M's Electrical Engineering Department has been awarded a \$30,000 grant by the Office of Naval Research for specialized studies in solid state electronics.

The project, entitled "Implantation of ions into Various Materials," is expected to produce data which will have application in design of infrared detectors, noted Linder, an associate professor.

He said the one-year study will be monitored by the Naval Electronics Laboratory at San Diego.

Pearson invited to give lectures

Dr. John E. Pearson, dean of A&M College of Business Administration, has been invited to conduct a series of management lectures next month in Cali, Colombia.

Dean Pearson will be the featured speaker for a program specifically concerning organization motivating relationships.

The program is sponsored by the Instituto Colombiano de Administración, which is similar to the American Management Association in the United States, Dr. Pearson explained.

"The purpose of these lectures is to focus attention on the most recent findings, of both professional practitioners and business scholars, in the development of behavioral or psychological skills needed to manage human resources in different types of organizations," the dean noted.

In addition to having his expenses for participating in the program paid by the Colombian organization, Dean Pearson will visit several different industries in the South American country as the guest of institute officials.

receptive to change.

"Producers need to spend more time at their desks to plan and organize and to keep records," emphasized Kay. "Planning and organizing will become even more critical in the future. More time must also be spent in the marketing of agricultural products. Farmers spend too much time producing and not enough time marketing."

In discussing changes in agriculture, the economist pointed out

that producers should take a close look at all technological changes and should consider those changes that are worth adapting. "Do not be the first to jump in without careful consideration of a change. On the other hand, don't be the last one to make a move."

Hopkin, who serves as Stiles professor, aimed his remarks at financial management. "Management skills must be especially high today with most farms op-

erating on borrowed capital. A 'cash flow budget' is a most crucial management tool, and farmers should become accustomed to adapting such a budget," Hopkin emphasized.

In addition to citing the need for increased skills in financial management, the professor also pointed to the growing liquidity problem of many farm operations—the need for cash when cash is needed. "The annual repayment of farm loans in Texas

is higher than total gross sales," he noted. "This means that many farmers are paying off last year's loan this year."

The average debt per farm in the state has increased 10 times from 1960 to the present, added the economist. Today the debt level per farm is 20 percent of the total farm investment.

In discussing future change and farmers' quests for increased operating capital, Hopkin explained that leasing of machin-

ery, land and farm animals, merging of operations, limited partnerships, and corporations offer some possibilities. In addition to increasing operating capital, such actions also have the potential for increasing the level of management which is so critical today, he added.

On a tour of field demonstrations, earlier in the afternoon, visitors heard discussions on pasture grasses, use of Temik in a cotton pest management pro-

gram, grain sorghum, sunflowers, swine waste disposal, loose stacking and processing hay, and doubling calf gains with improved grasses.

The Stiles Farm, established in 1961, operates as a demonstration farm for the Central Texas Blackland area. It is designed to demonstrate research proved practices through guidelines of the Blackland Income Growth (BIG) program which encompasses a 35-county area.

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