



**AgEcon** SEARCH  
RESEARCH IN AGRICULTURAL & APPLIED ECONOMICS

*The World's Largest Open Access Agricultural & Applied Economics Digital Library*

**This document is discoverable and free to researchers across the globe due to the work of AgEcon Search.**

**Help ensure our sustainability.**

Give to AgEcon Search

AgEcon Search  
<http://ageconsearch.umn.edu>  
[aesearch@umn.edu](mailto:aesearch@umn.edu)

*Papers downloaded from **AgEcon Search** may be used for non-commercial purposes and personal study only. No other use, including posting to another Internet site, is permitted without permission from the copyright owner (not AgEcon Search), or as allowed under the provisions of Fair Use, U.S. Copyright Act, Title 17 U.S.C.*

**SUPPLEMENT TO  
INTERNATIONAL  
JOURNAL OF  
AGRARIAN AFFAIRS**

**Vol. V, No. 4. July 1969**

# **The Human Factor in Agricultural Management**

**Proceedings of the First I.A.A.E. Intereuropean Seminar  
Warsaw, May 1968**

*Seminar sponsored and  
Proceedings published jointly by the  
International Association of Agricultural Economists  
and the Polish Academy of Sciences*

**Price 10s. 6d. net from Institute of Agrarian Affairs  
3 Magpie Lane, Oxford, England**

**PWN—POLISH SCIENTIFIC PUBLISHERS**

## Contents \*

Preface . . . . .	9
Hesselbach J. — Tasks and Aids in Farm Management . . . . .	11
✓Honko J. — Some Basic Problems and Future Trends in Management . . . . .	17
Zaslavskaya T. I. — Ways of Controlling Labour Movement and Employment in the Rural Economy of Siberia . . . . .	25
Rheinwald H. — Some Remarks on Farmers' Abilities and Attitudes . . . . .	31
Bessell J. E. — Measurement of the Human Factor in Farm Management (A Summary of a Paper) . . . . .	37
Hesselbach J. — The Adaption of New Working Routines and the Speed of the Labour Input . . . . .	45
Zoll F. — Time-sheets as the Manager's Tool for Revealing Spare Labour . . . . .	49
Małanicz Z. — The Influence of Managers' Qualifications upon the Efficiency of Work on Peasant Farms . . . . .	55
Maniecki F. — Different Attitudes of the Managers of Agricultural Enterprises Towards the Mechanization of Animal Production (An Example of Me- chanical Milking on State Farms) . . . . .	59
Górecki J. — An Attempt to Determine the Time Worked on an Individually Owned Farm . . . . .	63
Westermarck N. — Entrepreneurial Behaviour Pattern and Economic Success in Farming . . . . .	67
Van den Ban A. W. — The Human Factor in Farm Management. Some Re- search Findings from the Netherlands . . . . .	79
Elstrand E. — Norwegian Experience from Extension Work in Farm Mana- gement . . . . .	91
Adamski I. — Improved Peasant Farming as a Result of the Social and Pro- fessional Activities of the Farmer . . . . .	97
Albrecht H. — Forms of Multi-farm Use of Machinery in West German Agri- culture. An Analytical View . . . . .	103
Małanicz Z. — The Influence of Managers' Qualifications upon the Material and Financial Expenditure on Peasant Farms . . . . .	111
Manteuffel R. and Żuk J. — The influence of the Educational Level of State Farm Managers upon Results of Farming . . . . .	115
Wojtaszek Z. — The Management of Collective Farms in Poland . . . . .	121
Kierulff Z. — The Farm Manager's Influence upon the Utilization of the Means of Production . . . . .	125
Orkisz T. — A Premise for Investigating the Qualities of a Farm Manager by the Results of his Farming . . . . .	131

---

\* All papers are printed in the order as they were delivered at the Seminar.

<i>Górecki J.</i> — Farmers' Ages, Their Ages on Starting to Farm, Their Length of Farming Life, and the Level of Their Net Production . . . . .	141
<i>Poniatowski J.</i> — The Human Element in Farm Management . . . . .	147
<i>Barberis C.</i> — Education and Other "Human Factors" in the Economy of a Settlement Project (Sardinia), Italy . . . . .	161
<i>Petrini F.</i> — The Goals of Farmers — a Pilot Study . . . . .	175
<i>Sagara D.</i> — Certain Pre-conditions for the Participation of Cooperative Farmers in the Management of Their Enterprises . . . . .	185
<i>Schimmerling H.</i> — The Work of the Manager of an Agricultural Enterprise	191
<i>Dowgiallo Z.</i> — The Authority of a Manager of a Socialist Agricultural Enterprise . . . . .	201
<i>Bolesławska H.</i> — Scientific and Technical Information as a Factor in Improving Managerial Skill in Agriculture . . . . .	205
<i>Maziarz C.</i> — Problems of Professional Ethics in Farm Management and in the Rural Environment . . . . .	209
<i>Jankowski T.</i> — The Influence of Human Relations and Cooperation upon the Utilization of the Means of Production in Agriculture . . . . .	213