

**Melgar, Carolyn V. et al. "Analysis and Development of Entrepreneurial Competencies and Management Skills of Agrarian Reform Beneficiaries (ARBs) in Commercial and Medium Sized Farms". College of Economics and Management, University of the Philippines, Los Baños. May 1998.**

The study aimed to assess the entrepreneurial competencies and managerial skills of the agrarian reform beneficiaries (ARBs) with the end view of formulating appropriate development strategies based on the measured traits. The study used all available secondary data and related studies and primary data. Primary data were gathered through sample survey and Focus Group Discussion (FGD) with the use of two specific approaches: the Personal Entrepreneurial Competency (PEC) rating to measure the current level of entrepreneurial competencies among ARBs, and the Management Skill Matrix to assess the current level of management skill that the ARBs possess. The results of the PEC ratings show that potential ARBs tend to have higher entrepreneurial capabilities than the actual beneficiaries. These findings were attributed to the potential ARBs for having higher income, higher educational attainment, and being more enterprising as they engage in more business ventures. Similarly, the results of management skill ratings of ARBs show that potential beneficiaries have better managerial capabilities as compared with actual beneficiaries. The findings further show that the controlling functions of ARBs in relation to the area of finance, and organizing and directing functions in relation to marketing aspect were identified weak which should be developed. Across sample provinces, the results of the PEC and management skills ratings of actual and potential ARBs show that the critical entrepreneurial characteristics identified were risk taking, systematic planning and monitoring, and opportunity seeking. On the other hand, the critical management skills identified were directing and controlling finance, controlling personnel management, organizing production, and directing marketing.