Capacity Building and Managerial Competence in Poultry Farming: Challenges, Opportunities and Future Prospects

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Abstract

Poultry farming has emerged as an important component of the agricultural and allied sectors, contributing significantly to food security, employment generation, rural livelihoods and income diversification. The development of the poultry industry depends not only on financial investment, infrastructure and technological advancement but also on the managerial competence and capacity-building capabilities of poultry farm owners and managers. Effective poultry farm management requires knowledge of production planning, financial administration, marketing, disease prevention, biosecurity, human resource management and the adoption of modern technologies. However, poultry farmers, particularly small and medium-scale entrepreneurs, face several challenges, including inadequate managerial skills, limited access to professional training, fluctuating input costs, market uncertainties, disease outbreaks and insufficient institutional support. The present article examines the importance of capacity building and managerial competence in strengthening poultry farming, with particular attention to management practices, skill development, technological adoption and economic performance. It discusses the major challenges faced by poultry entrepreneurs and identifies opportunities for improving productivity, profitability and sustainability through structured training programmes, institutional support, digital technologies and entrepreneurial development. The article also highlights the need for integrated capacity-building initiatives involving government institutions, agricultural universities, veterinary institutions, financial organisations and private-sector stakeholders. It argues that strengthening managerial capabilities is essential for transforming poultry farming into a more competitive, sustainable and economically viable enterprise.

Keywords: *Capacity Building; Managerial Competence; Poultry Farming; Skill Development; Farm Management; Entrepreneurship; Productivity; Rural Development.*

Introduction

Agriculture and its allied activities play a significant role in India's economic development, particularly in generating rural employment, improving household income and ensuring nutritional security. Among the allied agricultural activities, poultry farming has developed into an important commercial enterprise. It contributes to the production of eggs and meat, provides employment opportunities and supports the livelihoods of millions of people associated with poultry production, processing, transportation, marketing and distribution. The poultry sector has undergone considerable transformation due to technological advancement, commercialisation, improved breeding practices, scientific feeding systems and the expansion of organised markets. Poultry farming is no longer restricted to traditional

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household-level activities; it has increasingly become a specialised business requiring investment, technical knowledge, managerial planning and market-oriented decision-making. However, the successful operation of a poultry farm depends on several factors beyond the availability of capital and physical infrastructure. Managerial competence is one of the most important determinants of farm efficiency and economic performance. Poultry farm owners must make decisions regarding the procurement of chicks, feed management, vaccination schedules, labour utilisation, production planning, financial management, marketing strategies and risk management. Capacity building refers to the systematic development of knowledge, skills, institutional capabilities and managerial abilities required to improve organisational and individual performance. In poultry farming, capacity building includes technical training, entrepreneurial education, financial literacy, digital knowledge, marketing skills and scientific farm management practices. Many poultry entrepreneurs, particularly those operating small and medium-sized farms, have limited access to professional management training. They often depend on traditional experience rather than scientific management principles. This may result in inefficient resource utilisation, higher production costs, inadequate disease prevention and reduced profitability.

In this context, strengthening managerial competence through structured capacity-building programmes has become essential. Training and skill development can improve the ability of poultry entrepreneurs to adopt modern production methods, manage financial resources, respond to market fluctuations and maintain sustainable farming practices.

The present study examines the relationship between capacity building and managerial competence in poultry farming and discusses the challenges, opportunities and future prospects for developing a more efficient and sustainable poultry industry in India.

Importance of Poultry Farming in the Indian Economy

Poultry farming contributes to the Indian economy in several ways:

1. Food and nutritional security: Eggs and poultry meat provide affordable sources of animal protein.
2. Employment generation: The sector creates direct and indirect employment in production, feed manufacturing, veterinary services, transportation and marketing.
3. Rural entrepreneurship: Poultry farming provides opportunities for self-employment and small-business development.
4. Income diversification: It supplements agricultural income and reduces dependence on seasonal crop production.
5. Industrial development: The sector supports feed industries, hatcheries, pharmaceutical companies, equipment manufacturers and processing units.
6. Women's economic participation: Small-scale poultry enterprises can create opportunities for women's participation in income-generating activities.

Statement of the Problem

Despite the expansion of commercial poultry farming, managerial inefficiencies continue to affect the performance of several poultry enterprises. Inadequate training, limited financial knowledge, weak marketing strategies, insufficient disease-management capabilities and poor adoption of modern technologies can reduce farm productivity. Poultry entrepreneurs frequently encounter problems associated with increasing feed costs, fluctuations in egg and meat prices, disease outbreaks, changing consumer preferences and competition from organised producers. These challenges indicate that technical knowledge alone is insufficient for successful poultry farm management. Farmers require a combination of technical, financial, entrepreneurial and managerial competencies.

Therefore, an integrated approach to capacity building is necessary to improve managerial effectiveness and ensure the long-term sustainability of poultry farming.

Objectives of the Study

1. To examine the importance of capacity building in poultry farming.
2. To analyse the managerial competencies required for effective poultry farm management.
3. To identify the major training needs and skill gaps among poultry farm owners and managers.
4. To examine the challenges affecting managerial efficiency and productivity in poultry farming.
5. To explore opportunities for technological adoption and entrepreneurial development.
6. To suggest appropriate policy measures for strengthening capacity building and managerial competence in the poultry sector.

Research Questions

- What managerial competencies are essential for successful poultry farming?
- What are the major training requirements of poultry farm entrepreneurs?
- How does capacity building contribute to improved productivity and profitability?
- What institutional and technological opportunities are available to strengthen poultry farm management?
- What policy interventions are required to improve managerial capabilities in the poultry sector?

Review of Literature

The existing literature on agricultural management, entrepreneurship, human resource development and livestock production highlights the importance of knowledge, technical skills and managerial capabilities in improving farm performance.

Human Capital and Agricultural Productivity

Schultz (1964), in his work on transforming traditional agriculture, emphasised the importance of investment in human capital for agricultural modernisation. Education, training and knowledge development enable farmers to adopt improved technologies and make better production decisions.

This perspective is relevant to poultry farming because managerial knowledge influences production planning, resource allocation, cost management and the adoption of scientific practices.

Farm Management and Economic Efficiency

Dillon and Hardaker (1993) highlighted the significance of farm management principles in agricultural decision-making. Effective management requires farmers to allocate available resources efficiently and respond to changing economic conditions.

In poultry farming, these principles are particularly important because feed, labour, veterinary care, energy and infrastructure account for substantial operating requirements.

Agricultural Extension and Capacity Building

Anderson and Feder (2007) examined the role of agricultural extension in promoting technological adoption and improving agricultural performance. Extension services facilitate the transfer of scientific knowledge from research institutions to farmers.

For poultry entrepreneurs, extension programmes can improve knowledge of feeding practices, vaccination, biosecurity, farm hygiene and production management.

Entrepreneurship and Managerial Competence

Drucker (1985) emphasised innovation and systematic entrepreneurial management as important elements of business development. Entrepreneurship involves identifying opportunities, managing risks and introducing innovations.

Poultry farm owners require entrepreneurial capabilities to identify market opportunities, improve production efficiency, manage investment and respond to competition.

Technology Adoption in Agriculture

Rogers (2003), through the Diffusion of Innovations framework, explained how new technologies spread among individuals and organisations. Adoption depends on factors such as perceived benefits, compatibility, complexity and communication channels. In poultry farming, technology adoption includes automated feeding, environmental monitoring, digital record-keeping, improved breeding and disease-surveillance systems.

Institutional Support and Agricultural Development

The Food and Agriculture Organization (FAO) has highlighted the importance of institutional development, technical knowledge and improved livestock production systems in strengthening agricultural productivity and food security. Similarly, the Department of Animal Husbandry and Dairying, Government of India, provides policy and programme support for livestock and poultry development.

Research Gap

The literature establishes the importance of human capital, agricultural extension, entrepreneurship and technology adoption in improving agricultural productivity. However, there is a continuing need for integrated research examining the relationship between managerial competence, specific training requirements and economic performance in poultry farming, particularly among small and medium-scale poultry entrepreneurs.

The present article addresses this issue by bringing together managerial, economic, technological and institutional dimensions of capacity building in the poultry sector.

Conceptual Framework of Capacity Building and Managerial Competence

Capacity building and managerial competence are closely interconnected. Capacity building improves the knowledge and skills of poultry farm entrepreneurs, while managerial competence enables them to apply those capabilities in practical farm operations.

The relationship can be explained through the following framework.

<table>
<tr><td colspan="2">Capacity-building inputs</td></tr>
<tr><td>Technical training
(Production, feeding, vaccination and biosecurity)</td><td>Financial training
(Budgeting, accounting and investment)</td></tr>
<tr><td>Entrepreneurial skills
(Leadership, communication and decision-making)</td><td>Digital knowledge
(Automation, data and market information)</td></tr>
<tr><td colspan="2">Improved Managerial Competence
(Planning • Organising • Monitoring • Controlling • Decision-making)</td></tr>
<tr><td colspan="2">Improved Poultry Farm Performance
(Productivity • Cost efficiency • Profitability • Risk management)</td></tr>
<tr><td colspan="2">Sustainable Poultry Development</td></tr>
</table>

(Employment • Rural income • Food security • Competitiveness)

The framework suggests that capacity-building initiatives can improve farm performance through better managerial decision-making. However, the extent of improvement also depends on access to finance, infrastructure, veterinary services, market conditions and institutional support.

Analysis and Discussion

a. **Major Managerial Competencies Required in Poultry Farming:** Managerial competence refers to the knowledge, skills, attitudes and abilities required to manage an enterprise efficiently. In poultry farming, managerial competence covers several functional areas.

a. Production Management: Production management is one of the fundamental responsibilities of poultry farm owners. It involves planning the number of birds, selecting suitable breeds, maintaining production schedules and monitoring farm performance.

Managers should possess knowledge of:

- Selection and procurement of quality chicks.
- Scientific feeding and nutrition management.
- Housing and ventilation requirements.
- Water management and sanitation.
- Monitoring mortality and production rates.
- Maintaining appropriate environmental conditions.

Poor production management may result in increased mortality, reduced egg production, inefficient feed utilisation and financial losses.

b. Financial Management: Financial competence is essential for maintaining the economic viability of poultry farms. Poultry entrepreneurs must understand fixed costs, variable costs, working capital, cash flows, credit requirements and investment decisions.
Important financial management skills include:

- Preparation of farm budgets.
- Estimation of production costs.
- Management of cash flows.
- Calculation of break-even points.
- Analysis of profit margins.
- Financial risk assessment.
- Maintenance of accounts and financial records.

For example, an increase in poultry feed prices directly affects production costs. A financially competent farm manager must identify cost-saving opportunities without compromising animal nutrition and health.

c. Marketing Management: Marketing competence enables poultry farmers to identify suitable markets and obtain reasonable prices for their products.

It includes:

- Understanding local and regional demand.
- Developing relationships with wholesalers and retailers.
- Negotiating prices with buyers.
- Exploring direct marketing opportunities.
- Maintaining product quality.

- Understanding transportation and storage requirements.
- Developing market linkages with institutional buyers.

Market-oriented management can reduce dependence on intermediaries and improve the bargaining capacity of poultry entrepreneurs

d. Human Resource Management: Poultry farms require effective labour management. Farm owners must allocate responsibilities, supervise workers and ensure compliance with production and hygiene standards. Leadership, communication, teamwork and conflict-resolution skills are important for improving operational efficiency.

e. Risk and Disease Management: Poultry farming is exposed to biological, economic and environmental risks. Disease outbreaks, feed contamination, extreme weather conditions and market fluctuations can affect farm profitability.

Managerial competence should therefore include:

- Awareness of common poultry diseases.
- Timely consultation with veterinary professionals.
- Vaccination and biosecurity protocols.
- Emergency response planning.
- Insurance awareness.
- Appropriate disposal of poultry waste and dead birds.

Disease prevention is generally more effective than relying exclusively on treatment after an outbreak.

Statistical Data on Indian Poultry Farming – 2025

The following indicators are useful for analysing the relationship between capacity building, managerial competence and the performance of India's poultry industry.

According to the Government of India's Basic Animal Husbandry Statistics (BAHS), 2025, released on 26 November 2025, the following production estimates relate to the financial year 2024–25

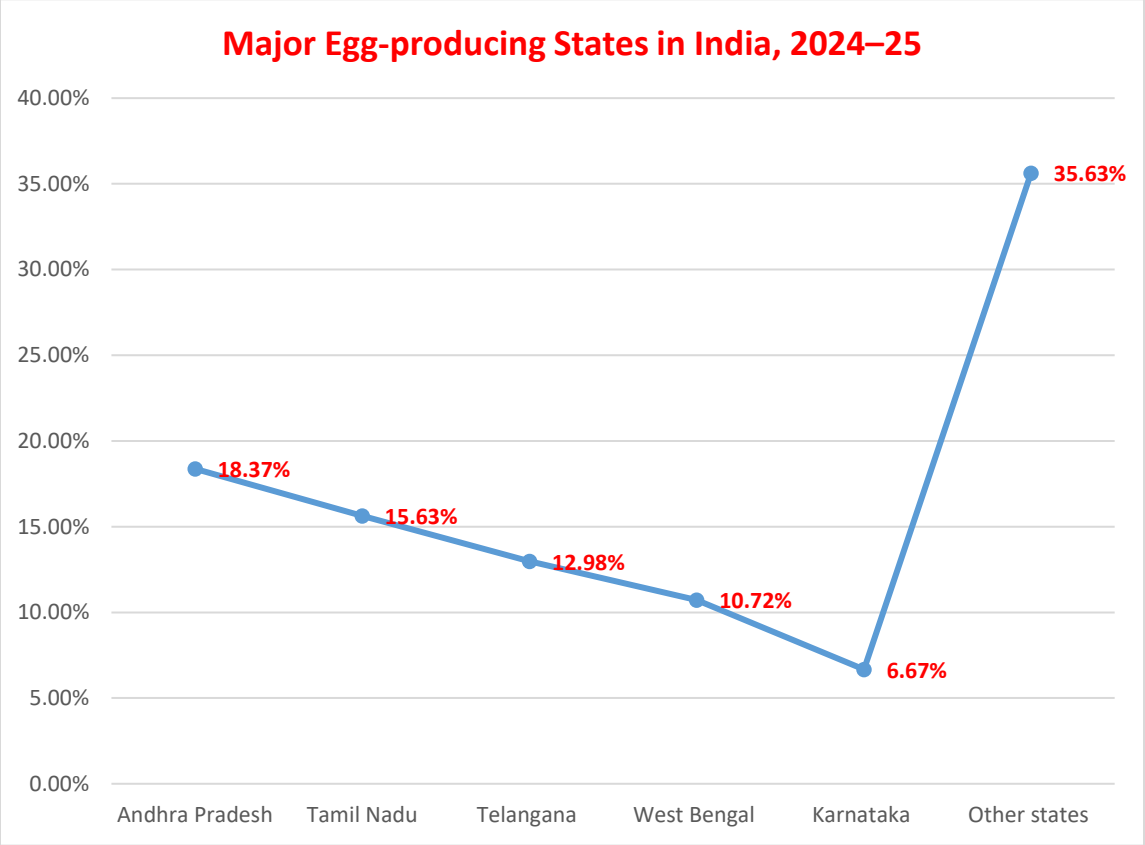
Major indicators of India's poultry sector

Indicator	**2024–25 data**
Total egg production	149.11 Billion
Annual growth in egg production	4.44%
Per capita egg availability	106 Eggs
Commercial poultry contribution to eggs	84.49%
Backyard poultry contribution to eggs	15.51%
Poultry meat production	5.18 MT
Poultry share in total meat production	49.3% 9Around)
India's global position in egg production	2nd

State-wise Contribution to Egg Production - Major egg-producing states in India, 2024–25

State	**Share (%)**
Andhra Pradesh	18.37%
Tamil Nadu	15.63%

Telangana	12.98%
West Bengal	10.72%
Karnataka	6.67%
Other states	35.63%
Total	100.00%



Training Needs among Poultry Farm Owners and Managers

Training needs vary according to farm size, production system, educational background, managerial experience and access to technical services.

The following table identifies the major areas where capacity-building interventions are required.

Major Training Requirements in Poultry Farming

Training area	Major training requirements
Technical management	Breeding, feeding and housing
Financial management	Accounting, budgeting and cost control
Disease management	Vaccination, biosecurity and hygiene
Marketing	Pricing, negotiation and market linkages
Human resources	Leadership and labour supervision

Digital management	Record-keeping and farm monitoring
Entrepreneurship	Business planning and risk assessment
Environmental management	Waste disposal and resource efficiency

Training programmes should be designed according to the specific requirements of poultry entrepreneurs rather than following a uniform training model.

Challenges Affecting Managerial Competence in Poultry Farming

a. Inadequate Access to Professional Training: Many poultry farmers acquire knowledge through personal experience and informal sources. Although practical experience is valuable, it may not provide sufficient knowledge of modern management, financial planning and disease prevention. The limited availability of regular, affordable and location-specific training programmes creates a major capacity-building gap.
b. Rising Input Costs: Feed constitutes a major component of poultry production expenditure. Fluctuations in the prices of maize, soybean meal and other feed ingredients affect production costs. Farm managers need financial planning, procurement and cost-control skills to respond to these fluctuations.
c. Disease Outbreaks and Biosecurity Problems: Disease outbreaks can cause considerable economic losses. Inadequate farm hygiene, uncontrolled movement of people and equipment, poor vaccination practices and insufficient veterinary supervision can increase disease risks. The spread of infectious poultry diseases also creates challenges for production continuity and market confidence.
d. Limited Access to Institutional Finance: Small-scale poultry entrepreneurs may face difficulties obtaining formal credit because of inadequate collateral, limited financial documentation and lack of awareness of institutional lending facilities. Insufficient working capital restricts investment in improved housing, equipment and modern technologies.
e. Market Price Fluctuations: The prices of eggs and poultry meat are influenced by demand and supply conditions, feed prices, seasonal consumption patterns, transportation costs and market competition. Farmers without proper marketing information and negotiation skills may receive lower returns.
f. Technological Limitations: Modern poultry management increasingly requires automated equipment, digital monitoring and scientific production techniques. However, the high initial cost of technology and limited digital literacy can restrict adoption among smaller farmers.
g. Environmental and Sustainability Challenges: Poultry farms must address waste management, odour, water consumption, energy use and environmental pollution. Inadequate environmental management can create local conflicts and increase operational costs.

Relationship between Capacity Building and Farm Productivity

Capacity building contributes to improved productivity by strengthening the ability of farm managers to make informed decisions. Training in feeding practices can improve feed utilisation, while disease-management education can reduce preventable losses. Financial training can improve cost control, and marketing education can strengthen market access. The following relationship illustrates the expected effects.

Capacity Building and Expected Economic Outcomes

Capacity-building intervention	**Expected outcome**
Scientific feeding training	Better feed utilisation
Disease-management training	Improved disease prevention
Financial literacy	Better cost and cash-flow management
Marketing education	Improved market access

Digital skill development	Timely managerial decisions
Leadership training	Improved labour productivity
Environmental management	Sustainable farm operations

Economic Dimensions of Managerial Competence

Managerial competence plays a significant role in determining the economic performance and profitability of poultry enterprises. Effective management enables poultry farmers to utilise available resources efficiently, minimise production costs, improve productivity and maximise returns on investment. The economic success of poultry farming depends not only on the scale of production but also on the quality of managerial decisions relating to input procurement, production planning, financial management and marketing.

Managerial competence can influence the profitability of poultry enterprises through efficient resource allocation.

Farm profitability can be expressed as:

$$\pi = \mathrm{TR} - \mathrm{TC}$$

$$\pi = Profit$$

TR = Total Revenue

TC = Total Cost

Total revenue is determined by the quantity of eggs or poultry meat sold and their respective market prices.

$$\mathrm{TR} = \mathrm{P} \times \mathrm{Q}$$

P = Market Price per Unit

Q = Quantity Sold

Total cost includes expenditure on chicks, feed, labour, electricity, medicines, transportation, maintenance and other operational requirements.

Managerial competence may improve profitability through three important mechanisms:

1. Reducing avoidable production costs.
2. Improving production efficiency and product quality.
3. Strengthening marketing and revenue-management decisions.

However, profitability is also influenced by external factors such as market prices, disease incidence, climatic conditions and input availability. Therefore, training alone cannot guarantee higher profits.

Role of Technology in Strengthening Managerial Competence

Technology plays a significant role in improving managerial competence, operational efficiency and economic performance in modern poultry farming. The adoption of digital technologies, automation, artificial intelligence, data analytics and scientific farm-management systems enables poultry farmers to make informed decisions, reduce production costs, improve productivity and manage operational risks. Technological advancement also helps farmers shift from traditional poultry-rearing practices towards scientifically managed and commercially sustainable enterprises. In the present competitive environment, technological knowledge has become an essential component of managerial competence. Poultry farmers must develop the ability to understand, adopt and effectively utilise modern technologies in production, financial management, disease prevention, marketing and supply-chain operations.

Digital Technologies in Poultry Farm Management

Digital technologies play an important role in modernising poultry farm management by improving productivity, operational efficiency and profitability. The adoption of advanced technologies helps poultry farmers monitor farm activities, manage resources and make informed decisions.

Important digital technologies used in poultry farming include:

a. Artificial Intelligence (AI): Helps detect poultry diseases, monitor bird behaviour, predict mortality and improve farm management decisions.
b. Internet of Things (IoT): Smart sensors monitor temperature, humidity, air quality and ventilation inside poultry sheds.
c. Automated Feeding Systems: Digital feeding and drinking systems ensure timely supply of feed and water, reducing labour costs and wastage.
d. Climate Control Technology: Automated cooling, heating and ventilation systems maintain suitable environmental conditions for poultry birds.
e. Digital Health Monitoring: Technology helps identify disease symptoms, monitor bird growth and maintain vaccination and medication records.
f. Data Analytics: Farm management software analyses production, feed consumption, mortality rates and expenditure to improve efficiency.
g. Mobile Applications: Mobile-based applications enable farmers to access market prices, veterinary advice, technical information and farm management services.
h. Digital Financial Management: Digital tools help maintain financial records, calculate production costs, monitor profits and manage farm investments.

Digital technologies are transforming traditional poultry farming into smart and efficient farming systems. Their adoption improves productivity, reduces operational costs, strengthens managerial competence and promotes sustainable poultry production. However, adequate training, digital literacy, financial support and technological awareness are essential for successful implementation. Artificial intelligence and data analytics may also support production forecasting, early identification of abnormal conditions and inventory management. Nevertheless, technology adoption should be based on affordability, technical suitability and the availability of trained personnel.

Institutional Support for Capacity Building in India

Institutional support is essential for developing the technical and managerial capabilities of poultry entrepreneurs.

The following institutions have relevant roles:

Institution	Potential contribution
Department of Animal Husbandry and Dairying	Policy support and poultry development programmes
ICAR institutions	Research and scientific technology
State Animal Husbandry Departments	Veterinary services and farmer extension
Krishi Vigyan Kendras	Practical agricultural and allied-sector training
Veterinary universities	Technical education and disease-management training
NABARD	Rural enterprise development and financial support
Banks and financial institutions	Credit and financial inclusion
Poultry industry associations	Market information and industry-oriented training

The effectiveness of institutional support depends on coordination, accessibility, regular training and practical follow-up services.

Opportunities for Poultry Entrepreneurship and Rural Development

Poultry farming offers several opportunities for strengthening rural entrepreneurship.

a. Small and medium-scale enterprises: Small and medium poultry enterprises can contribute to local employment and income generation. Appropriate training can improve their ability to operate commercially.
b. Women-led poultry enterprises: Poultry farming can create opportunities for women's participation in rural entrepreneurship. Training in production, financial literacy and marketing can strengthen women's economic participation.
c. Youth entrepreneurship: Educated rural youth can enter poultry farming by adopting scientific management, digital technologies and modern business models.
d. Value addition and processing: Egg grading, packaging, poultry meat processing and cold-chain development can create additional income opportunities.
e. Integration with other agricultural activities: Poultry farming can be integrated with other agricultural enterprises through efficient resource utilisation and appropriate recycling of organic materials, subject to environmental and biosecurity requirements.

SWOT Analysis of Capacity Building in Poultry Farming

Strengths	**Weaknesses**
1. Growing demand for eggs and poultry meat **2.** Employment opportunities **3.** Commercial production systems **4.** Scope for rural entrepreneurship	**1.** Limited managerial training **2.** Inadequate financial literacy **3.** Unequal access to technology **4.** Dependence on feed inputs
Opportunities	**Threats**
1. Digital farm management **2.** Skill development programmes **3.** Women and youth entrepreneurship **4.** Value addition and processing	**1.** Disease outbreaks **2.** Input price volatility **3.** Market price fluctuations **4.** Climate and environmental risks

Future Prospects of Capacity Building in Poultry Farming

The future development of poultry farming will increasingly depend on the integration of managerial skills, technological innovation and sustainable production systems.

The following developments are particularly important:

1. Professionalisation of poultry farm management: Farm owners will need structured business planning and performance-monitoring capabilities.
2. Digital transformation: Digital records, automated equipment and data-driven decision-making can improve operational efficiency.
3. Climate-resilient production: Training in heat-stress management, ventilation, water conservation and energy efficiency will become increasingly important.
4. Advanced veterinary and biosecurity knowledge: Preventive health management and professional veterinary support will remain essential.
5. Market-oriented production: Farmers will increasingly require knowledge of consumer preferences, quality standards, processing and supply-chain management.
6. Sustainable resource management: Efficient use of feed, water and energy and responsible waste disposal will be important for long-term competitiveness.

7. Institutional partnerships: Collaboration between educational institutions, government departments, financial agencies and the poultry industry can strengthen training delivery.

Policy Suggestions and Recommendations: Based on the above analysis, the following measures are suggested to improve capacity building and managerial competence in poultry farming.

1. **Establish Regular Training Programmes:** Government departments, veterinary universities and agricultural extension institutions should organise regular training programmes for poultry farm owners and managers. Training should cover technical production, financial management, marketing, biosecurity and entrepreneurship.
2. **Develop Farm Management Training Modules:** Structured training modules should be prepared according to the size and nature of poultry enterprises.

   Separate modules may be developed for:
   - Small-scale poultry farmers.
   - Commercial broiler farm operators.
   - Layer farm managers.
   - Integrated poultry entrepreneurs.
   - Poultry processing and marketing enterprises.
3. **Strengthen Veterinary Extension Services:** Veterinary extension services should be strengthened to provide timely guidance regarding vaccination, disease prevention, farm hygiene and emergency disease management. Regular farm visits and practical demonstrations can improve farmers' knowledge and confidence.
4. **Improve Financial Literacy and Institutional Credit:** Poultry entrepreneurs should receive training in financial accounting, project preparation, budgeting, working capital management and credit utilisation. Banks and financial institutions should improve awareness of suitable credit facilities for eligible poultry entrepreneurs.
5. **Promote Digital Literacy and Technology Adoption:** Training should be provided in digital accounting, online market information, farm management applications and automated production systems. Technology adoption programmes should consider affordability and the operational requirements of small and medium-scale farms.
6. **Encourage Women and Youth Entrepreneurship:** Special capacity-building programmes should be developed for women and rural youth. Entrepreneurship training, access to credit, mentoring and market linkages can encourage their participation in poultry enterprises.
7. **Strengthen Market Linkages:** Farmer groups, producer organisations, cooperatives and industry associations can help poultry entrepreneurs improve bargaining power, share information and access organised markets.
8. **Promote Sustainable Poultry Farming:** Training should include waste management, water conservation, renewable energy, responsible resource use and environmental compliance.
9. **Establish Monitoring and Evaluation Systems:** Capacity-building programmes should be assessed through measurable indicators such as:
   a. Number of farmers trained.
   b. Improvement in managerial knowledge.
   c. Adoption of scientific practices.
   d. Reduction in preventable production losses.
   e. Improvement in record-keeping.
   f. Changes in productivity and profitability.
   g. Access to institutional finance and markets.

10. **Develop a State-Level Capacity-Building Strategy:** In states such as Telangana, a coordinated capacity-building strategy involving the State Animal Husbandry Department, veterinary institutions, agricultural universities, KVKs, banks and poultry industry representatives can help address regional training requirements. District-level training centres and demonstration farms could improve accessibility for rural entrepreneurs.

Conclusion

Capacity building and managerial competence are essential components of modern poultry farm development. The growth and sustainability of the poultry industry depend not only on capital investment, infrastructure and technological advancement but also on the knowledge, skills and decision-making abilities of poultry farm owners and managers. The analysis indicates that managerial competence influences several dimensions of poultry farm performance, including production planning, financial management, marketing, labour utilisation, disease prevention and technological adoption. Farmers with appropriate managerial knowledge are better positioned to make informed decisions, utilise resources efficiently and respond to changing market conditions.

However, poultry entrepreneurs continue to face several challenges, including inadequate access to professional training, increasing feed costs, disease outbreaks, market uncertainties, limited institutional finance and technological constraints. These challenges are particularly important for small and medium-scale poultry enterprises. Capacity-building programmes should therefore move beyond conventional technical training and adopt an integrated approach that combines entrepreneurial education, financial literacy, digital skills, veterinary knowledge, marketing capabilities and environmental management. Government institutions, agricultural universities, veterinary colleges, financial agencies and private-sector organisations should work together to strengthen the institutional framework for poultry-sector development. Special attention should be given to women entrepreneurs, rural youth and small-scale poultry farmers. In the Indian context, and particularly in states such as Telangana, district-level training programmes, veterinary extension services, digital awareness initiatives and improved market linkages can contribute to the development of competitive poultry enterprises. Ultimately, capacity building should be viewed as a long-term investment in human capital rather than merely a short-term training activity. Strengthening managerial competence can contribute to improved farm efficiency, rural employment, income generation, food security and sustainable agricultural development. A professionally managed and technologically progressive poultry sector can become an important contributor to India's inclusive economic growth.

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