

2. Concept and Steps of Family Resource Management

Dr. Sarita Kumari

Assistant professor/Head, P. G Dept. of Home science,
MDDM College, B.R.A.B. U, Muzaffarpur, Bihar.

Sumedha Kumari

Research Scholar, Bhimrao Ambedkar
Bihar University, Muzaffarpur, Bihar.

2.1 Introduction:

Goals represent what individuals aspire to achieve, while resources serve as the means to attain those goals, enabling individuals to exert control over their circumstances. The distribution of resources within a family unit indeed influences the pursuit and realization of specific objectives, highlighting the significance of resource allocation in goal attainment. Resources such as time, money, energy, and knowledge are crucial for achieving various goals. It's not just about verbal claims; the allocation of these resources demonstrates a true commitment to those goals. Sometimes, individuals might not be fully aware of the resources at their disposal or how to effectively allocate them, which can hinder goal achievements.

2.2 Concept of Family Resource Management:

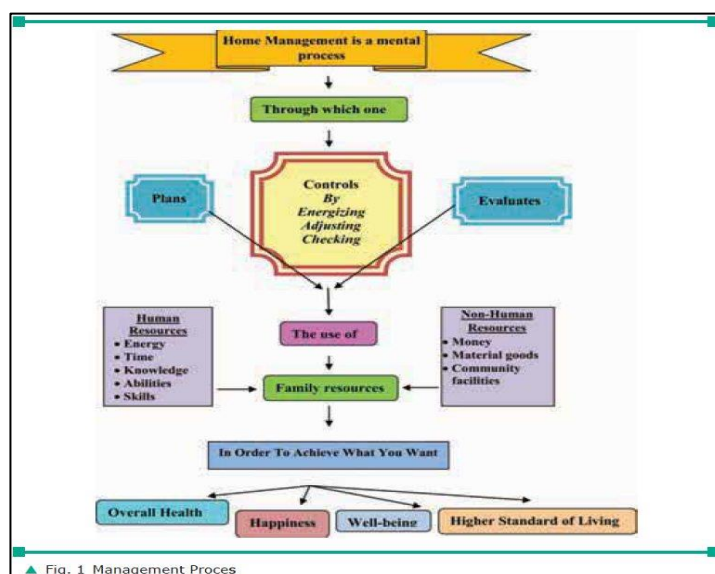


Figure 2.1: Concept of Family Resource Management

The basic concept of management revolves around the idea of systematically planning, organizing, leading, and controlling resources to achieve specific goals or objectives. It involves making decisions, allocating resources effectively, and coordinating activities to ensure the desired outcomes.

A Forward-Looking Agreement is like planning to achieve something you want. It means thinking about what's important and deciding what to do. Everyone learns how to manage things, but some are better at it than others. Management is important in everyday life. It's about knowing how to handle tasks and make decisions. It's part of being human. In families, there are goals and things to

accomplish, like education, careers, and marriages. Family members often have to make smart choices based on what they value and want to achieve. There are two main types of management: one focuses on things and efficiency, while the other focuses on people and relationships."

Human Concept or Focuses on Things and Efficiency - Here emphasis has been given to all round development of the family members. Maximum use of available resources is made on each member of the family. Importance is given to human needs. Instead of taking paid help, the homemaker cooks food for the family, with special care. In case of emergency the homemaker uses to simplify work by using shortcut methods of cooking or changing the menu. While doing this, many times, standards have been adjusted to suit the changing situation. Effective use of available resources, human as well as non-human, affects the quality of life.

2.2.1 Focuses on People and Relationship or The Materialistic:

Concept of home management prioritizes efficiency and standardization of work. This approach aims to improve the quality of work and maintain high levels of perfection. Homemakers or managers focus on upholding these standards, often spending more money to do so. For instance, if a woman is working outside the home, she might choose to hire paid help to ensure tasks are completed according to the family's standards. Various famous writers and thinkers have offered their definitions of management, reflecting different perspectives and insights. Here are a few notable ones:

Peter Drucker: Often referred to as the father of modern management, Drucker defined management as "the art of getting things done through people."

Henri Fayol: A pioneer in management theory, Fayol defined management as Forward-looking and plan, to organize, to command, to coordinate, and to control."

Mary Parker Follett: She viewed management as "the art of getting things done through people," emphasizing the importance of collaboration and mutual influence.

Fredrick Winslow Taylor: Known for his scientific management principles, Taylor defined management as "knowing exactly what you want men to do and seeing that they do it in the best and cheapest way."

Chester Barnard: He described management as "a system of consciously coordinated activities or forces of two or more persons," emphasizing the importance of coordination and cooperation within organizations.

These definitions offer different perspectives on the essence of management, highlighting its role in achieving organizational goals through people, coordination, planning, and control.

The key aspects of management very well:

- **Process:** Management involves a set of primary functions or activities, including planning, organizing, staffing, directing, and controlling, which are systematically carried out to achieve goals.
- **Effectiveness:** This aspect focuses on accomplishing the intended objectives and tasks. It's about doing the right things and completing activities to achieve the desired outcomes.
- **Efficiency:** Efficiency emphasizes doing tasks correctly and with minimal waste or cost. Management aims to utilize resources effectively to reduce expenses and enhance profitability.

Home management, like organizational management, has its own unique set of characteristics:

- **Multifaceted:** Home management involves various tasks such as household chores, budgeting, meal planning, and family scheduling, among others.
- **Goal-oriented:** Home management aims to maintain a functional and harmonious household environment that meets the needs and goals of its residents.
- **Personalized:** Home management strategies often vary based on factors such as family size, lifestyle, cultural background, and personal preferences.
- **Continuous process:** Just like organizational management, home management is an ongoing process that requires regular attention and adjustment to changing circumstances.
- **Resource allocation:** Effective home management involves allocating resources such as time, money, and energy in a way that maximizes efficiency and satisfaction.
- **Decision-making:** Home managers regularly make decisions regarding budgeting, household routines, family activities, and other aspects of daily life.
- **Adaptability:** Home management strategies need to be flexible and adaptable to accommodate changes in family dynamics, schedules, and priorities.
- **Emotional labor:** Managing a home often involves providing emotional support, nurturing relationships, and maintaining a positive atmosphere within the household.
- **Collaboration:** Home management typically involves collaboration and coordination among family members to distribute tasks, share responsibilities, and achieve common goals.
- **Satisfaction and well-being:** Ultimately, the goal of home management is to enhance the overall satisfaction and well-being of the individuals living in the house.

Steps in Management:

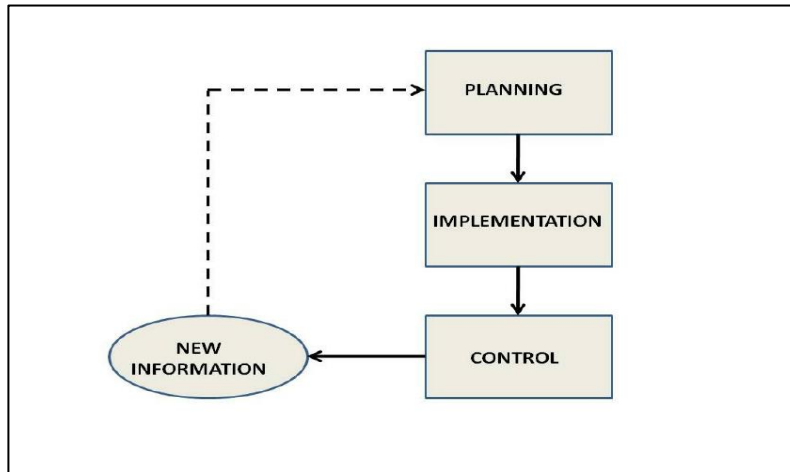


Figure 2.2: Steps in Management

2.3 Planning:

The challenge of planning in dynamic environments. In rapidly changing conditions, plans can quickly become outdated or irrelevant, making it challenging for homeowners to accurately predict future conditions and outcomes. Uncertainty in environmental forces adds another layer of complexity, often questioning the reliability of the plans. Flexibility and adaptability become crucial in such scenarios.

The paradoxical nature of planning in a turbulent environment. While it may seem time-consuming and costly, especially with the need for constant revisions, it's still a proactive approach compared to reacting to crises as they occur.

Planning provides a framework for organizations to anticipate and prepare for contingencies and challenges, giving them some level of control over their destiny in an uncertain future.

The ability to develop contingency plans is particularly valuable in such environments, for flexibility and adaptation to changing circumstances. Ultimately, despite its challenges, planning remains a vital tool for navigating the complexities of a fast-changing world.

Planning is the cornerstone of management functions, providing a roadmap for achieving organizational objectives. By anticipating future challenges and opportunities, planning enables managers to make informed decisions and allocate resources effectively. Regardless of an organization's size or industry, planning is essential for fostering clarity, direction, and ultimately, success.

Planning not only sets the direction and objectives for the organization but also provides clarity to individuals regarding their roles and responsibilities. By breaking down broad objectives into departmental and operational plans, it ensures alignment and coordination

across different levels of the organization. This clarity and alignment are crucial for ensuring organizational effectiveness and the smooth functioning of all management functions. Effective planning lays the foundation for achieving success in every aspect of organizational management.

Definition of Planning:

Koontz and O'Donnell - Planning is deciding in advance what to do, how to do and who is to do it. Planning bridges the gap between where we are, where we want to go. It makes possible things to occur, which would not otherwise occur.

Peter Drucker - Planning is the continuous process of making present entrepreneurial decisions systematically and with best possible knowledge their futurity, organizing systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectation through organized systematic feedback.

2.3.1 Characteristics of Planning:

Goal - Oriented - planning is indeed goal-oriented. Objectives serve as the foundation for planning activities, providing clear direction and purpose. Without alignment with predetermined goals, planning loses its significance as it lacks the focus needed to drive progress and achievement.

Central role in management - planning holds a central role in management, serving as its foundation. It's often considered the initial step in the management process, laying the groundwork for all subsequent business activities. Without effective planning, the management process lacks direction and coherence, making it difficult to achieve desired outcomes.

Planning is a mental exercise - planning is a mental exercise that requires imagination, foresight, and sound judgment. It prompts managers to move beyond guesswork and wishful thinking, instead fostering a logical and systematic approach to decision-making. By engaging in planning, managers are compelled to analyze situations critically and anticipate potential outcomes, ensuring a more informed and effective course of action.

Involve making choices - Planning inherently involves making choices among different alternative courses of action. The need for planning arises precisely because there are multiple ways to approach a situation or achieve a goal. By evaluating these alternatives, managers can select the most suitable path forward.

Forward - looking process - Planning is forward-looking, focusing on preparing for the future rather than just reacting to the present. It entails analyzing future trends, opportunities, and potential challenges to make informed decisions today that will benefit the organization tomorrow. Without this forward-thinking approach, businesses risk operating in a reactive and haphazard manner, potentially leading to inefficiencies and missed opportunities.

Flexible - Absolutely, flexibility in planning is essential due to the unpredictable nature of the future. When circumstances change, planners need to be able to adjust their plans accordingly to stay on track.

Efficiency and effectiveness - Efficiency and effectiveness are indeed fundamental dimensions of planning. Plans strive to utilize resources optimally and economically, ensuring that they are deployed efficiently to achieve desired outcomes.

Effectiveness, on the other hand, measures the extent to which plans actually achieve their intended objectives. Ultimately, the success of a plan is determined by how well it contributes to the predetermined goals and objectives.

Integrated nature - The integrated nature of planning ensures that all levels of plans are interconnected, supporting each other to achieve overall objectives. This hierarchical structure helps maintain coherence and alignment throughout the planning process.

Planning is indeed considered the cornerstone of effective management. It sets the foundation for all other managerial functions by establishing goals, anticipating future conditions, and devising strategies to achieve objectives.

Without proper planning, it becomes challenging to navigate the complexities of business environments and steer the organization toward success. Planning involves not only setting goals but also determining the specific actions required to achieve those goals.

It includes allocating resources effectively, assigning responsibilities to individuals or teams, and establishing timelines for completion. Essentially, planning answers the questions of when, how, and by whom tasks will be carried out to move the organization closer to its objectives.

A well-developed plan addresses these fundamental questions to ensure clarity, accountability, and efficiency in achieving goals.

- What needs to be done? Identifying the specific tasks or objectives to be accomplished.
- When is the deadline? Setting clear timelines and deadlines for completing each task or reaching milestones.
- When will it be done? Determining the sequence and duration of activities to meet the overall deadline.
- Who will be responsible for this? Assigning roles and responsibilities to individuals or teams to ensure accountability.
- How to do it? Outlining the strategies, methods, and procedures to accomplish each task effectively.
- How much time, energy, and resources are needed to achieve the goal? Estimating and allocating the necessary resources, including time, manpower, and materials, to accomplish the plan successfully.

2.3.2 The Planning Process:

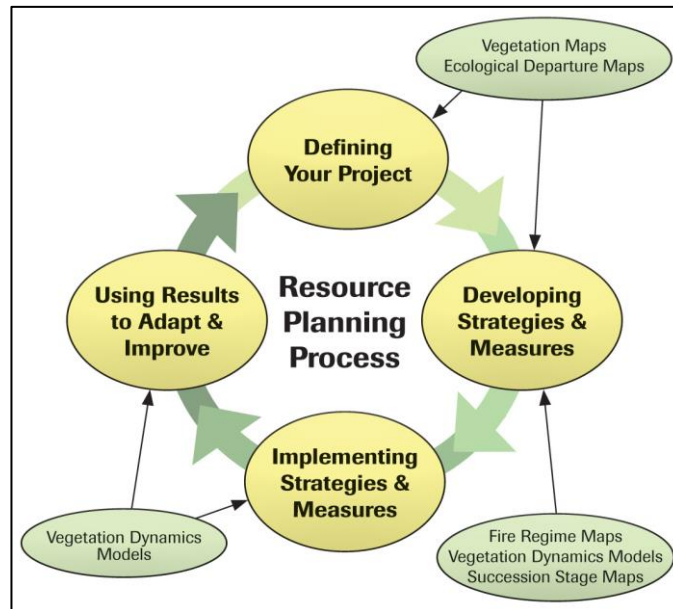


Figure 2.2: Resources Planning Process

- **Analysis and Assessment:** This phase involves gathering and analyzing relevant data about the organization's current situation, market trends, competitors, and internal strengths and weaknesses.
- **Setting Objectives:** Based on the analysis, clear and achievable objectives are established. These objectives should be aligned with the organization's mission and goals.
- **Formulating Strategies:** Strategies are developed to achieve the objectives set in the previous phase. This may involve identifying alternative courses of action and evaluating their potential outcomes
- **Resource Allocation:** Once strategies are formulated, resources such as finances, personnel, and technology are allocated to support their implementation effectively.
- **Implementation:** This phase involves putting the plans into action. Clear timelines, responsibilities, and monitoring mechanisms are established to ensure that the strategies are executed efficiently.
- **Monitoring and Evaluation:** Progress towards objectives is continuously monitored, and adjustments are made as necessary. This phase also involves evaluating the effectiveness of the strategies implemented.
- **Feedback and Adaptation:** Feedback from monitoring and evaluation is used to adapt and refine the plans and strategies as needed. This iterative process helps organizations to remain flexible and responsive to changing conditions.

By following these phases, organizations can systematically plan, execute, and adapt their strategies to achieve their goals effectively.

2.3.3 Important of Planning:



Figure 2.3: Important of Planning

Planning is a fundamental aspect of family resource management, ensuring that resources are used effectively to meet the family's needs and goals. Here are some key points highlighting the importance of planning in family resource management:

- **Goal Setting:** Planning helps families set short-term and long-term goals. Whether it's saving for a child's education, buying a house, or planning a vacation, having clear goals provides direction and motivation.
- **Efficient Use of Resources:** With a plan in place, families can allocate their resources—time, money, and effort—more efficiently. This helps in minimizing waste and ensuring that resources are used in the best possible way.
- **Budgeting and Financial Stability:** Financial planning involves creating a budget that outlines income, expenses, and savings. This helps families live within their means, avoid debt, and build financial stability over time.
- **Emergency Preparedness:** Planning allows families to prepare for emergencies by setting aside funds and resources. An emergency fund can provide financial security in case of unexpected events such as job loss, medical emergencies, or natural disasters.
- **Reducing Stress:** Knowing that there is a plan in place for managing resources and achieving goals can reduce stress and anxiety. It provides a sense of control and confidence in handling future challenges.
- **Time management:** Planning helps in organizing daily activities and responsibilities. By prioritizing tasks and scheduling time effectively, families can ensure that important activities, such as work, school, and leisure, are balanced.

- **Improving Family Relationships:** When family members are involved in the planning process, it encourages communication and collaboration. This can improve understanding, cooperation, and strengthen family Forward-Looking Education and Development: Planning for education and personal development ensures that all family members have opportunities to grow and improve their skills. This includes setting aside resources for schooling, extracurricular activities, and other learning opportunities.
- **Maximizing Enjoyment and Fulfillment:** By planning for leisure and recreational activities, families can ensure that they spend quality time together and create lasting memories. This contributes to overall happiness and fulfillment.
- **Legacy and Future Planning:** Long-term planning can involve preparing for retirement, creating a will, and ensuring that the family's legacy is protected. This provides peace of mind and security for future generations.

Planning is crucial in family resource management as it helps in setting goals, using resources efficiently, ensuring financial stability, preparing for emergencies, reducing stress, managing time effectively, improving relationships, supporting education and development, maximizing enjoyment, and planning for the future.

By having a clear plan, families can navigate their lives more smoothly and achieve their desired outcomes.

2.3.4 Limitation of Planning:

Planning is indispensable, yet it has its limitations:

- **Uncertainty:** Plans are often based on assumptions about the future, which may not materialize due to unforeseen events or changes in circumstances.
- **Rigidity:** Overly detailed plans can become rigid, making it difficult to adapt to changing conditions or seize unexpected opportunities.
- **Resource Constraints:** Limited resources, such as time, money, or personnel, can constrain the implementation of plans, leading to compromises or delays.
- **Complexity:** In complex environments, plans may oversimplify realities, leading to inadequate solutions or unanticipated consequences.
- **Resistance to Change:** People may resist plans that disrupt established routines or challenge their interests, undermining implementation efforts.
- **Inefficiency:** Planning processes can be time-consuming and resource-intensive, diverting resources away from actual execution and innovation.
- **Limited Scope:** Plans may focus narrowly on short-term goals or specific aspects of an issue, neglecting broader perspectives or long-term implications.
- **Lack of Flexibility:** Changes in goals, priorities, or external factors may render existing plans obsolete, requiring continuous adaptation and revision.

Acknowledging these limitations can help planners develop more agile and resilient approaches to address complex and dynamic challenges.

2.4 Controlling:

Controlling the execution of plans is often overlooked because the planner typically ends up being the one to carry out the plans.

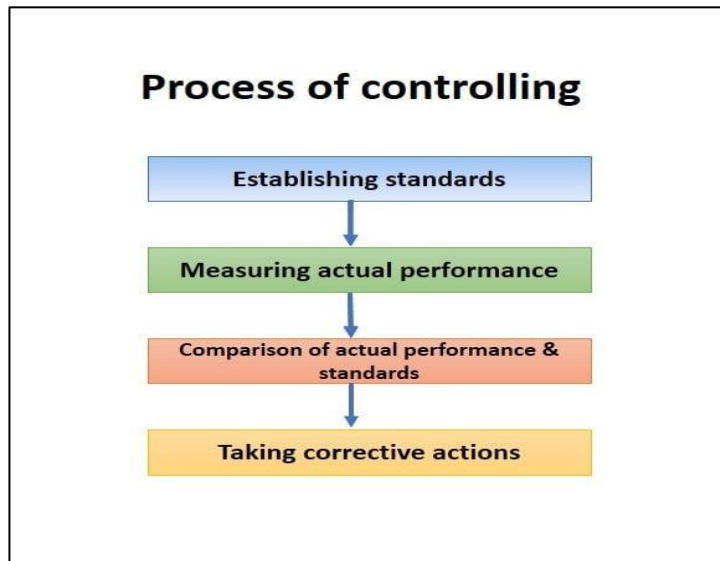


Figure 2.4: Process of Controlling

The step involves making new decisions and potentially modifying the plan, which hasn't been given much attention. Therefore, it's not surprising that homemakers haven't consciously utilized this step widely.

Controlling indeed entails closely monitoring performance to ensure that activities, whether tangible tasks or subtle interactions, align with the planned direction. It involves making adjustments when things deviate from the intended course. This monitoring can involve various aspects such as the quality of work, costs (financial or temporal), and even the emotional well-being and satisfaction of individuals involved. In family settings, emotions and well-being are crucial, and plans may need to be altered if family members show negative feelings or are at risk of harm in any way.

Controlling necessitates a flexible approach to thinking and planning, rather than adhering to rigid patterns. It emphasizes the welfare of the group over individual desires. Coordinating is another aspect of control, which integrates activities and components of a plan into a cohesive and functional unit. This fosters a sense of security among individuals, promotes understanding of the overall situation, and underscores the importance of cooperation to achieve optimal results.

Skillful direction and guidance are essential for controlling the plan in operation. Effective direction is needed to motivate oneself and others into action and to ensure resources are utilized efficiently.

It involves transmitting knowledge of tasks, ensuring understanding of methods and instructions, and motivating individuals to purposeful activity to achieve desired outcomes. Clear and precise instructions can instill confidence in learners, particularly in situations where safety is paramount, making accuracy in directions crucial.

Indeed, a thorough assessment of available resources and the optimal utilization of each is fundamental to control within the management process. Controls become necessary whenever resources are limited, requiring careful consideration and planning of alternative uses of other resources.

This ensures efficient allocation and maximization of available resources to meet objectives effectively.

In the management process, as a plan transitions into action, especially if it's complex or delegated to others, it often requires further elaboration of the decisions made during planning. This elaboration allows those implementing the plan to participate in management and is tied to the phases of the control step: energizing, checking, and adjusting.

Energizing, the phase of initiating and sustaining action, is sometimes overlooked but plays a crucial role. It involves the relative strength or weakness of the goal someone is working toward. Setting intermediate goals can be beneficial in energizing action, as they offer opportunities for rapid accomplishments and the satisfaction that comes with them.

The second phase of controlling a plan in action involves checking its progress, which often occurs automatically to some extent. The third phase is adjusting the plan as needed, requiring fresh decisions, especially if conditions change. During delegated work, the supervisor may or may not be physically present, but their availability is crucial, or at least easily accessible. Making adjustments when necessary is a key activity in the management process. If the supervisor isn't available, they must delegate this responsibility and accept the consequences.

2.4.1 Characteristics of Controlling:

- **Leading Function:** Control is fundamental in management, beginning with planning and persisting until objectives are achieved. Its integration with other managerial functions makes it difficult to separate control from them.
- **Unity:** Control is a universal aspect of management, exercised by managers at all levels. In a family context, every member contributes to control by identifying and correcting deviations to achieve set targets.
- **Continuity:** Control, like other management functions, is a continuous process. Homemakers, for example, must constantly check their activities against their plans to ensure alignment and progress.
- **Flexibility:** Control needs to be adaptable, just like planning. When plans change due to new circumstances, control must also adjust to ensure the revised plans are met.
- **Pervasiveness:** Control is an omnipresent activity in management, applied across all levels and areas of an organization or family to ensure tasks are completed by others.

- **Forward Looking:** Effective control is proactive, focusing on corrective measures to ensure future performance aligns with plans rather than merely identifying past deviations.
- **People Focused:** Modern control systems emphasize the performance of individuals rather than just the tasks. This approach promotes better management by setting clear objectives and encouraging self-control among team members.

2.4.2 Important of Controlling:

Controlling is vital for the success of an organization as it helps in achieving goals, optimizing resource use, enhancing performance, maintaining discipline, facilitating coordination, adapting to changes, improving decision-making, increasing accountability, reducing risks, and ensuring customer satisfaction. Controlling is a crucial management function that ensures the organization's activities align with its goals and objectives. Here are some key points highlighting the importance of controlling in an organization.

- **Achievement of Organizational Goal:** Controlling helps ensure that the activities of the organization are directed towards achieving its goals. By setting performance standards and monitoring actual performance, managers can take corrective actions if there are deviations from the plan.
- **Optimal Use of Resources:** Controlling ensures that resources are used efficiently and effectively. This helps in minimizing waste and maximizing productivity, thereby reducing costs and increasing profitability.
- **Improving Employee Performance:** By establishing clear performance standards and monitoring progress, controlling helps in identifying areas where employees may need improvement. This can lead to targeted training and development programs, thereby enhancing overall performance.
- **Ensuring Order and Discipline:** Controlling helps in maintaining order and discipline within the organization. By monitoring adherence to rules, policies, and procedures, managers can ensure that employees act in accordance with the organizational norms.
- **Facilitating Coordination:** Through controlling, managers can ensure that different departments and units within the organization are working in harmony. This coordination helps in achieving the overall objectives more efficiently.
- **Adapting to Changes:** Effective controlling enables an organization to adapt to changes in the external environment. By continuously monitoring performance and external conditions, managers can make necessary adjustments to plans and strategies.
- **Enhancing Decision Making:** The process of controlling provides valuable information about the organization's performance. This information aids managers in making informed decisions, thereby improving the quality of decision-making.
- **Increasing Accountability:** Controlling establishes clear expectations and standards, making it easier to hold employees accountable for their performance. This accountability can lead to a higher level of responsibility and motivation among employees.
- **Reducing Risks and Uncertainties:** By monitoring performance and taking corrective actions, controlling helps in identifying potential risks and uncertainties early. This proactive approach can mitigate adverse impacts on the organization.

- Ensuring Customer Satisfaction: Controlling processes can help ensure that products and services meet quality standards, leading to higher customer satisfaction. By continuously improving processes and outcomes, organizations can build a loyal customer base.

2.5 Evaluation:

Evaluation is indeed a critical step in the managerial process, as it allows for assessing the effectiveness of plans and strategies, and making necessary adjustments to ensure optimal outcomes. While planning lays the groundwork and controlling maintains course, evaluation provides the feedback loop essential for continuous improvement.

Seems like the evaluation process conducted by Ping Study focused on assessing the quality of the products they purchased, but the criteria used for evaluation were unclear. Evaluation, as you described, involves looking back over the planning and controlling stages to determine the effectiveness of the implemented plan and to identify areas for improvement in future management endeavors. While checking in the control step involves quick appraisals during the implementation phase, evaluation entails a comprehensive review of past actions to inform future decision-making.

Lewin's perspective on evaluation highlights its multifaceted nature and its crucial role in the management process. Evaluation serves to assess achievements, inform future planning, modify existing plans, and gain new insights. It's an ongoing process that looks at both management processes and outcomes, occurring continuously and at any point in time. Evaluation is closely tied to controlling, as checking and testing during implementation serve as forms of evaluation. By integrating evaluation with action, mistakes can be minimized, and improvements can be made to enhance plan execution.

Evaluation, as a distinct phase of the management process, transcends mere checking by considering the final outcomes and assessing their quality. It takes a broader, longer-term perspective, examining the impact of activities on the overall lifestyle. Evaluation looks beyond momentary issues to assess the excellence of accomplishments. Assessing management effectiveness or efficiency requires analysis, honesty, and objectivity, relying on a solid foundation for judgment. In home management, success or failure is measured by how well a plan advances the family's goals or specific objectives. Clear goals enable more accurate evaluation. Objective assessment fosters improvements in future planning and plan implementation. Learning to make intelligent evaluations is crucial for effective management.

Evaluation indeed relies heavily on the values, goals, and standards that individuals hold, whether consciously or unconsciously. Setting specific goals is essential for effective evaluation, as it provides a clear endpoint for assessing progress. Furthermore, appraising achievements in terms of long-term goals and values can foster an environment conducive to evaluating more immediate objectives. Despite its importance, many of us may find it challenging to critically assess our achievements, especially when they fall short of our expectations or aspirations. However, such critical reflection is crucial for learning and improvement in the management process.

Informal evaluation can take two forms: an overall assessment of the job done and a more detailed evaluation focusing on the excellence of managerial performance. While the former may be informal and general, the latter delves deeper into the quality of management, providing more insightful feedback. Detailed evaluation involves assessing various aspects of management individually, aiming for accuracy in judgment. Whether evaluating management in relation to standards and goals, the management process itself, personal managerial abilities, or specific resources, motivation for change is crucial for the evaluation to be meaningful. Without this motivation, evaluation becomes mechanical and lacks practical outcomes

Evaluating the management process involves scrutinizing each of its steps, including evaluation itself, through the use of targeted questions for individuals or groups. When it comes to the control step, the specific questions may vary depending on the resources involved and whether the manager directly executes the task or supervises others' work. Tailoring questions to the context ensures a comprehensive assessment of the management process and aids in identifying areas for improvement

2.6 Reference:

1. <https://www.planview.com/resources/guide/resource-management-software/resource-management-leverage-people-budgets/>
2. <https://www.resourcez9.com/blog/what-is-resource-management-and-its-importance/>
3. <https://www.geektonight.com/planning-in-management/>
4. <https://www.economicdiscussion.net/management/planning-management/planning-introduction/3233>
5. R. E. Griffin, R. J. Ebert, „Business, Prentice Hall, Englewood Cliffs “, New Jersey, 1989
6. Methods for Community Organizations (New York: Human Sciences Press, 1982).
7. John P. Lewis, ed., Strengthening the Poor: What Have We Learned? (New Brunswick, Transaction Books, 1988).
8. Peter Oakley, Projects with People: The Practice of Participation in Rural Development (Geneva: International Labour Office, 1991)
9. Samuel Paul, Strategic Management of Development Programmes: Guidelines for Action, Geneva: International Labour Office, 1983
10. <https://ebooks.inflibnet.ac.in/hsp03/chapter/resources/>
11. www.businessdictionary.com/definition/forecast.html
12. <https://dictionary.cambridge.org/dictionary/english/materialism>