

School Management and Administration

Unit – I, Lesson - 4

**Resource Management: Human resource,
Material resource, financial resource.**

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Unit I - SCHOOL MANAGEMENT

Resource management: Human resource, Material resource and Financial resource

Introduction

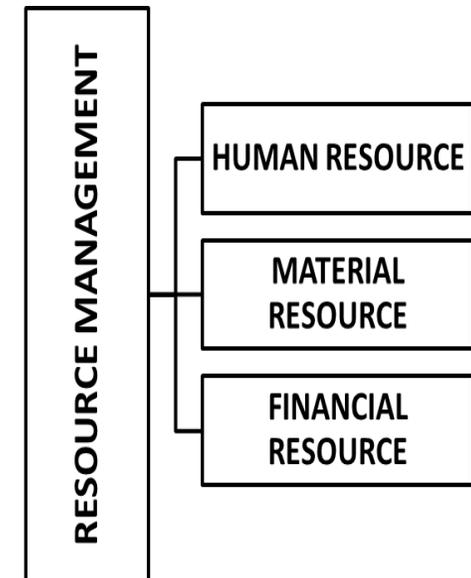
- ▶ Schools and colleges are formal organizations set up for the purpose of educating youngsters.
- ▶ Education has to do with preparing young people to live life as meaningfully and effectively as possible in society.
- ▶ Education is mostly carried out in the classroom through varied learning experiences based on various topics listed in the curriculum.
- ▶ If education is to be made effective, all available resources, be they human, physical, or financial, have to be efficiently managed

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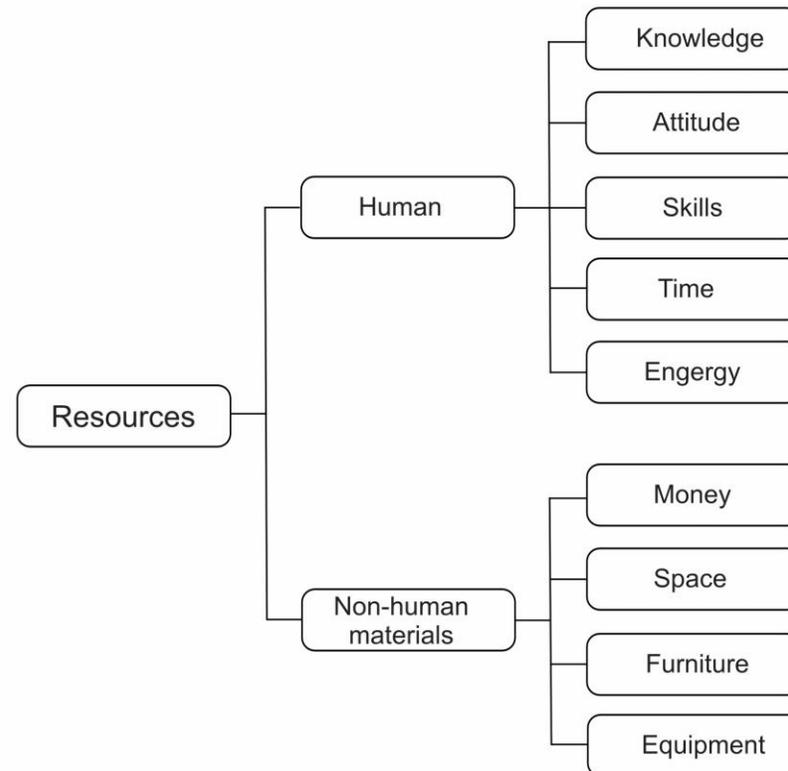
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► Classifications of resource



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A) Human resource management

- ▶ **Centrality:** People are the primary drivers of any task.
- ▶ **Development:** Growth occurs via structured training or personal initiative.
- ▶ **Outcome:** Knowledge + Skills = Aptitude.

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A) Human resource management

Types of human resources

Effective management and task completion rely on five essential human resources:

- ▶ **Knowledge:** The life-long prerequisite for any activity. It involves understanding the "how" and "why" before execution (e.g., a teacher mastering their subject).
- ▶ **Motivation & Interest:** The driving "will" behind the "way." Without genuine interest, tasks remain unfinished despite having other resources.
- ▶ **Skills & Aptitude:** Individual proficiency in specific areas. While natural talents vary, skills can be sharpened through consistent learning and training.
- ▶ **Time:** The most valuable, non-renewable resource. Success requires balancing three dimensions: Work, Non-Work, and Rest/Leisure to maintain physical and mental alertness.
- ▶ **Energy:** The fuel for physical and mental output. Levels vary by individual, requiring careful planning to conserve energy and maximize efficiency.

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Non-human Resources

▶ a) Physical Resources

Space, furniture, clothes, stationery, food items, etc., are some of the material resources. We require these resources to carry out activities.

▶ b) Financial resource

We all require this resource, but it is not equally distributed among us—some have less of it as compared to others. We need to remember that money is a limited resource and must be spent judiciously to fulfill our requirements.

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Core Characteristics of Resources

Resources share four defining traits that determine how they are managed and utilized:

- ▶ **Utility (Usefulness):** A resource's value is defined by its ability to help achieve a specific goal. Utility is situational; for example, cow dung is "waste" to some but "fuel" or "manure" to others.
- ▶ **Accessibility:** Availability varies by person and time. While everyone has access to money or time, the quantity and ease of access change (e.g., a family budget is often tighter at the end of the month than at the beginning).
- ▶ **Exchangeability (Substitutability):** Most resources have alternatives. If a primary resource is unavailable, another can take its place to perform the same function (e.g., using a personal vehicle if the school bus fails to arrive).
- ▶ **Controllability:** Resources are limited and must be managed for optimum utilization. The goal is to achieve maximum output with minimum input, such as conserving water during household chores.

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Human Resource Management (HRM)

Meaning

Human Resource Management is the strategic process of utilizing people to perform essential duties and functions within a school or organization.

Essences

- ▶ **The Primary Asset:** Out of all organizational inputs (financial, physical, or technological), human talent is the most critical for producing quality results and services.
- ▶ **Engine of Development:** A skilled workforce is the fundamental key to rapid socio-economic growth and efficient service delivery.
- ▶ **The Success Formula:** Sustainable development is only possible when an adequate, skilled, and motivated workforce operates within a structured management program.

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Human Resource Management (HRM)

Definition

- ▶ **Griffin (1997)** defined human resource management as the set of organisational activities directed at attracting, developing, and maintaining an effective workforce.

Three major issues in human resource management

- ▶ Human resource management in education is essentially concerned with three major issues, namely:
 1. Assessing the need for staff
 2. Satisfying the need for staff
 3. Staff services must be maintained and improved.

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Human Resource Management (HRM)

The Goals:

- ▶ The goals of human resource management in education are to develop workers and to contribute to goal achievement.

Human Resource Management's Role in Education

Human Resource Management functions through two distinct yet interconnected lenses to drive institutional success:

1. The Strategic Role

- ▶ **Asset Management:** Treats human talent as a high-value investment, equal in importance to financial and technological resources.
- ▶ **Competitive Strength:** Well-managed staff (through proper recruitment, rewards, and promotion) become the primary source of an institution's excellence.
- ▶ **Commitment & Productivity:** Focuses on long-term dedication by ensuring educators are developed and appraised throughout their careers.

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Human Resource Management (HRM)

2. The Operational Role

- ▶ **Tactical & Administrative:** Manages the "Personnel Function," including daily tasks like staff orientation, supervisor training, and salary administration.
- ▶ **Legal Compliance:** Ensures the institution follows labor laws, safety regulations, and equal employment opportunities.
- ▶ **Efficiency:** Focuses on the smooth execution of regulated activities to maintain a stable and lawful working environment.

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Human Resource Management (HRM)

Functions in Education

Successful educational management relies on five core functional pillars to optimize staff performance:

- ▶ **Staff Maintenance:** Focuses on creating a conducive work environment through fair policies (promotion/transfer), prompt salary payments, and ensuring the physical safety and health of all workers.
- ▶ **Procurement of Staff:** The initial process of recruiting and selecting the best personnel. It ensures schools are staffed with individuals possessing the specific skills, knowledge, and experience needed to implement the curriculum.
- ▶ **Staff Development:** A continuous cycle of appraising performance and identifying skill gaps. Competence is enhanced through targeted training, workshops, seminars, and in-service programs to ensure institutional growth.
- ▶ **Staff Relations:** Building a strong communication network where staff are treated with respect as human beings. It encourages participation in decision-making and recognizes individual needs and emotions.
- ▶ **Job Performance Rewards:** The strategic design of compensation systems. When staff are adequately rewarded based on the quality and quantity of their work, productivity and commitment increase substantially.

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Human Resource Management (HRM)

Challenges of human resource management

- It has a direct effect on the achievement of our predetermined educational objectives, including
- High rate of students and staff indiscipline
- Funding issues
- Poor recruitment process.
- Human resource induction is minimal to non-existent.
- Poor supervision/appraisal of staff
- Poor personnel commitment to work and
- Incessant transfer of teachers

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B) MATERIAL RESOURCE MANAGEMENT

Meaning

Material resources are the physical assets and tangible objects used by individuals or educational institutions to achieve their objectives.

Definition:

- Assets in the form of material possessions that hold functional value. These are the "tools" used by people to execute projects or perform daily tasks.

Key Categories & Examples:

- **Technology:** Computers, printers, and software.
- **Infrastructure:** Construction materials and facility components.
- **Operational Supplies:** Materials for day-to-day maintenance and stationery.
- **Technical Assets:** Machinery, specialized equipment, and spare parts.

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B) MATERIAL RESOURCE MANAGEMENT

The need for material resources

A material resource is a physical commodity that is available in a limited quantity and needs to be consumed to obtain a benefit from using it. All resources have three main characteristics

- utility,
- quantity and
- Consumption

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B) MATERIAL RESOURCE MANAGEMENT

Managing Material Resources in Educational Institutions

Effective material resource management is critical for balancing institutional growth with financial sustainability, especially under the pressures of increased enrollment and privatization.

- **Infrastructure & Learning:** Physical resources (spaces and equipment) are foundational to the teaching-learning process. Management begins at the developmental stage—from land procurement to planning specific courses and facilities.
- **Integrated Management Approach:** This involves a systematic cycle of planning, organizing, and controlling the flow of materials. It covers everything from demand forecasting and purchasing to internal distribution to students and staff.
- **Inventory & Capital Efficiency:** Proper inventory systems prevent "blocked capital" by ensuring funds are not tied up in excess or unused stock, thereby increasing the overall productivity of the institution's capital.
- **The Balancing Act:** Managers must reconcile the conflicting needs of various departments to achieve optimum results, ensuring the institution receives maximum value for every expenditure.

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B) MATERIAL RESOURCE MANAGEMENT

The Importance of Material Resource Management

Effective material management is vital for the sustainability and operational excellence of an educational institution. Its core benefits include:

- **Cost Efficiency & Output:** By reducing the cost of procurement and maintenance, institutions can increase their overall output and financial surplus.
- **Strategic Planning:** Systematic management allows for proactive planning, unlocking innumerable benefits from resource optimization.
- **Creative Problem Solving:** It provides innovative ways to handle the "unintended impacts" of core services, ensuring potential issues are managed efficiently behind the scenes.
- **Data-Driven Fast Functioning:** Integrating material data into the planning process enables faster decision-making and more effective institutional operations.
- **Enhanced Coordination:** Managing various material functions requires greater collaboration at all levels, leading to improved overall performance and better organizational synergy.

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B) MATERIAL RESOURCE MANAGEMENT

Function

1: Planning and Forecasting Requirements

The foundation of successful material management lies in the scientific and timely determination of an institution's needs.

- **Scientific Planning:** A systematic approach to determining the requirements for equipment and components while staying within the limits of economic investment policies.
- **Consumption Analysis:** Calculating usage patterns to understand exactly what the institution needs and how fast it is being used.
- **Key Considerations:** Stock Assessment: Taking full account of current inventory.
 - Supply Sourcing: Identifying and listing reliable sources of supply.
 - Economic Ordering Quantity (EOQ): Determining the most cost-effective amount of material to order at one time.
- **Information Systems:** Maintaining a detailed data system to support better decision-making and institutional functioning.

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B) MATERIAL RESOURCE MANAGEMENT

Function

1: Planning and Forecasting Requirements

a) Procurement of material resources.

Simple terms refers to purchasing, is the next step in planning.

- Maintain a record of the reliable sources from where the material resources can be procured.
- Keep an update on the fluctuations in the price of the various material resources.
- Review material resource specifications.
- To prepare a purchasing budget
- Make and maintain contact with the various suppliers.
- Procure quotations from various suppliers and analyse them.
- Placement and follow-up of orders
- Maintenance of records of various purchases
- To maintain good relations with the vendors and prompt payments to be made to the vendors in the interest of good public relations.
- To maintain an uninterrupted supply of resources.
- Keep records of the material resources that are used by the institute.

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B) MATERIAL RESOURCE MANAGEMENT

Function

b) Storage of material resources.

Simple terms refers to purchasing, is the next step in planning.

- Planning the space layout for the items to be stored
- Receipt of material resources ordered by the purchase department
- Inspection of the purchased material resource
- Proper placement of material resources
- Safety of items from damage, pilferage, and deterioration
- Issue of material resources on requisition from an authorised signatory
- Material resource records must be maintained and updated on a regular basis.
- Stock valuation:
- Disposal of obsolete items

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B) MATERIAL RESOURCE MANAGEMENT

Function

b) Storage of material resources.

Types of register

➤ Inward and Outward Registers:

An inward register is maintained by the storekeeper to maintain a record of material received by the institution. The register used to maintain a record of materials sent out of the store to other places is called the "Outward Register."

➤ Stock Registers

These registers are used to keep an account of the material resources present in the stock. These are of two types:

➤ Daily Receipt Registers

➤ Issue Register

➤ Surplus Stock Register

➤ Suspense Register

➤ Register of Condemned Articles

➤ Loan Register

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B) MATERIAL RESOURCE MANAGEMENT

Function

c) Maintenance and Repair of Assets

To ensure institutional efficiency, material resources must be kept in optimal condition through consistent care and timely intervention.

- **The Reality of Deterioration:** Physical assets naturally decline due to regular use and environmental exposure. Proper maintenance is the key to counteracting this "wear and tear."
- **"Preventive Maintenance (Proactive):"** The core strategy of locating and resolving potential issues before a breakdown occurs. Much like lubricating a machine to prevent failure, it ensures the teaching-learning process remains uninterrupted.
- **Benefits of Proactivity:** Systematic preventive care significantly reduces long-term repair costs and extends the functional lifespan of equipment.
- **Periodic Inspections:** Regular, scheduled checks are essential to identify early signs of damage, understand the causes of breakdown, and perform rectifications at the right time.

The main functions of the preventive maintenance programme are:

- Periodical inspections or checkups
- Servicing of apparatus and equipment
- Planning and scheduling of the maintenance work
- Checking of the expiry of chemicals, fire extinguishers, RO systems, etc.
- Maintenance of records and analysis
- Training of maintenance personnel
- Storage of spare apparatus and equipment

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C) FINANCIAL RESOURCE MANAGEMENT

Concept

- Financial management in education involves budgeting funds to acquire essential resources like staff, equipment, utilities, and infrastructure for institutional goals.

Definition of financial resource management

Financial resource management is defined as:

- **According to Gitman (2003:4)**, finance is the art and science of managing money and is concerned with the processes, institutions, markets, and instruments involved in the transfer of money among individuals, institutions (including schools), and governments.

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C) FINANCIAL RESOURCE MANAGEMENT

Sources of funding

➤ **Individual or private funding:**

This includes school fees contributed by parents and various costs paid by learners and parents, e.g. transport, textbooks, and school uniforms; and

➤ **Government funding:**

This refers to the responsibility of the government to fund public schools from public revenue on an equitable basis.

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C) FINANCIAL RESOURCE MANAGEMENT

The main functions of an organization's budget

The organization's budget performs three major functions:

- **Forward-Looking Planning:** The budget acts as a strategic instrument for deciding future institutional actions and their financing. Since these figures are projections of a likely scenario, the process involves analyzing hypothetical income and expenditures to map out the upcoming financial year.
- **Financial Control:** This function involves recording and monitoring all revenue inflows and payment outflows to ensure the budget is managed with honesty and efficiency.
- **Accountability:** Budgetary records provide the evidence needed to demonstrate that funds were used for their intended purposes without fraud or waste. While traditional audits verify financial probity, this function also strives to assess whether the money was spent to achieve maximum effectiveness within available limits.

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C) FINANCIAL RESOURCE MANAGEMENT

The Four Stages of the Budget Cycle

The budget cycle is a sequential process that connects planning, control, and accountability through four distinct phases:

- **Acquisition:** This initial stage involves securing the institution's income. For state-funded schools, this primarily occurs just before the financial year begins. As "open systems," an institution's total income is influenced by its outputs and activities within its environment.
- **Allocation:** Known as the planning or preparation phase, this stage focuses on linking financial resources to specific educational objectives. It determines how the acquired funds will be distributed across various departments and projects.
- **Implementation:** Once the financial year begins, the plan is put into motion. Managers monitor the actual flow of income and expenditure against anticipated figures. This real-time data is crucial for budget confirmation, auditing, and ongoing financial control.
- **Evaluation:** In this final stage, managers look back at the completed year to judge the effectiveness, efficiency, and equity of resource use. This assessment relies on both quantitative data (like value-added measurements) and the qualitative insights of experienced administrators.

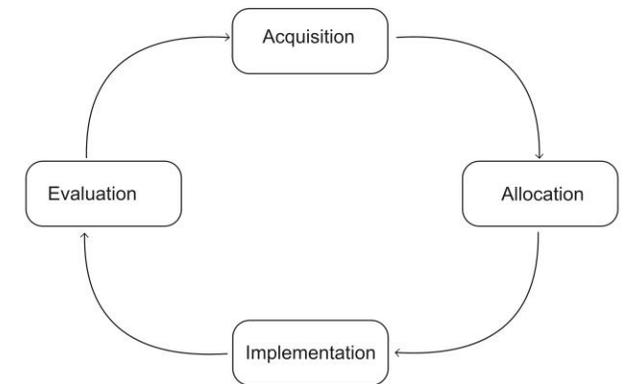


Fig. The budget cycle

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