

IC-90

HUMAN RESOURCE MANAGEMENT

Original Text in book

Chapter.2, Page no. 39

A budget is usually prepared for a financial year, but may also be split up into budgets for shorter periods to make frequent reviews possible.

A budget is a plan stated in numerical terms. It may state the expectations with regard to incomes from various sources and the expectations of expenses on various heads. These figures, usually in financial terms, are worked out from the physical targets planned out by the various operating departments.

The budget may refer to numbers (of actual cash) or ratios (of recoveries) or combinations of these.

It may indicate capital outlays (creating assets) or it may indicate cash flows or it may show profitability of operations.

A budget may be a comprehensive document including in it, all operations. It may also be specific to the operations of a department

A budget is a fundamental planning instrument. It clarifies objectives, lays down targets in detail for every operation and helps resource allocation. Budgets vary in accuracy and detail. A review of the budget (which means comparing actuals with expected ones) will give an overall view of how the plans are working in practice and also decide on whether the targets and / or the allocations need to be revised.

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All the management functions listed in POSDCORB starting from Planning and up to Budgeting, delineates the 14 principles of management formulated by Henry Fayal, who is the Father of Modern Management.

The 14 principles -division of work, authority, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, remuneration, centralization, scalar chain, order, equity, stability of tenure of Personnel, Initiative and Esprit de Corps]

The framework of POSDCORB is robust but there are few disadvantages as well, one of them being it is very rigid and not amenable to changes. It has only a top-down view and not a lateral or Bottom- to--Top view. Hence while using Luther Gulick's POSDCORB framework care should be exercised to introduce an element of flexibility as well.

Revised text as below

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Revised text as below- Additional information is to be included in Chapter 2, Page No.40

Industrial Dispute & Labour Code

Resolving Industrial Disputes in a just and fairway is also a major function of management, especially where labour rights are protected through legislation and judiciary.

In India, Industrial disputes between employers and workers (or trade union) over issues like wages, working conditions and employment terms are primarily governed by a consolidated legal framework known as the Labour Codes enacted in 2019-2020, these four codes on Wages, Industrial relations, Social security and occupational safety and Health- aim to subsume and modernize over 29 erstwhile central labour laws.

They seek to streamline regulations, promote ease of doing business and extend social security benefits while balancing worker`s rights with industrial flexibility. Key mechanisms for dispute resolution include negotiation, conciliation, arbitration and adjudication through Labour Courts and Industrial Tribunals with the codes emphasizing quicker settlements and proactive grievance redressal.
