Appendices
APPENDICES

Appendix-I:

QUESTIONNAIRE

Name of Executive : ........................................
Age : ..........................................................
Designation : ...................................................
Sector : Public / Private

Note : Please tick the correct choice

(1) With the application of HRA Practices in Indian companies
   a) Agree
   b) Disagree
   c) No opinion

(2) if agree give your preference of model for measurement of HR
   a) Monetary
   b) Non-monetary

(3) if monetary method, which one of the following:
   a) Historical cost
   b) Replacement cost
   c) Opportunity cost
   d) Economic value
   e) Stochastic Rewards value
   f) Any other

(4) if non-monetary, which one of the following :
   a) Expected Realizable value
   b) Discounted Net Present value
   c) Value of employee based in attitude scores
   d) Any other.
(5) Whether it will be helpful for accounting purposes
(6) Whether it will make the disclosure consistent over time
(7) Whether it will make inter period comparison easier
(8) Whether it will be more credible to external users
(9) Whether it will be subject to audit
(10) Whether it will be more easily understood
(11) Whether it will be expensive to adopt
(12) Whether it will affect conventional accounting
(13) Whether year-to-year changes in value can be fully explained
(14) Whether it is expensive in terms of additional staff/time involved
(15) Whether HR can be valued objectively
(16) Whether evaluation will be disputed
(17) Whether employee will develop an attitude of self-importance
(18) Whether professional institutions have made it obligatory
(19) Whether there is a legal compulsion to value HR
(20) Whether employee’s unions may raise unreasonable demands
(21) Does HRA help in manpower planning?
(22) Does HRA make the management more conscious of the importance of manpower?
(23) Does HRA help in formulating personnel policies more objectively?
(24) Does HRA make personnel decisions more objective?
(25) Does HRA help in personnel budgeting
(26) Does HRA provide basis for resolving employee management disputes?
(27) Is HRA useful for the share holders and investors?
(28) Is HRA useful for creditors?
(29) Is HRA useful for Employees’ Unions?
(30) Is HRA useful for attaining international accounting standards?
## APPENDIX – II

A Brief Profile of Human Resource Accounting System in Some Selected Companies in India.

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Company</th>
<th>Publishing HRA information since</th>
<th>Model</th>
<th>Discount Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Oil &amp; Natural Gas Corporation Ltd. (ONGC)</td>
<td>1981-82</td>
<td>Not Reported</td>
<td>11.25%</td>
</tr>
<tr>
<td>2.</td>
<td>Engineers India Limited (EIL)</td>
<td>1980-81</td>
<td>-------do--------</td>
<td>10%</td>
</tr>
<tr>
<td>3.</td>
<td>National Thermal Power Corporation Ltd. (NTPC)</td>
<td>1986-87</td>
<td>Lev &amp; Schwartz</td>
<td>12%</td>
</tr>
<tr>
<td>4.</td>
<td>Minerals and Metals Trading Corporation of India Ltd. (MMTC)</td>
<td>1983-84</td>
<td>Lev &amp; Schwartz</td>
<td>12%</td>
</tr>
<tr>
<td>5.</td>
<td>Bharat Heavy Electrical Limited (BHEL)</td>
<td>1974-75</td>
<td>Lev &amp; Schwartz with refinements as suggested by Flamholtz and Jaggi &amp; Lau</td>
<td>12%</td>
</tr>
<tr>
<td>6.</td>
<td>Steel Authority of India Limited (SAIL)</td>
<td>1983-84</td>
<td>Lev &amp; Schwartz</td>
<td>14%</td>
</tr>
<tr>
<td>7.</td>
<td>Cement Corporation of India Limited (CCI)</td>
<td>1980-81</td>
<td>-------do--------</td>
<td>15%</td>
</tr>
<tr>
<td>8.</td>
<td>Madras Refineries Limited (MRL)</td>
<td>1985-86</td>
<td>Lev &amp; Schwartz</td>
<td>15%</td>
</tr>
<tr>
<td>9.</td>
<td>Metallurgical and Engineering Consultants (India) Limited (MECON)</td>
<td>1984-85</td>
<td>Lev &amp; Schwartz</td>
<td>14%</td>
</tr>
<tr>
<td>10.</td>
<td>Oil India Limited (OIL)</td>
<td>1984-85</td>
<td>Lev &amp; Schwartz</td>
<td>10.5%</td>
</tr>
<tr>
<td>11.</td>
<td>Associated Cement Companies Limited (ACC)</td>
<td>1983-84</td>
<td>-------do--------</td>
<td>Not reported</td>
</tr>
<tr>
<td>12.</td>
<td>Southern Petro-chemical Industries Corporation (SPIC)</td>
<td>1983-84</td>
<td>Lev &amp; Schwartz</td>
<td>Not reported</td>
</tr>
</tbody>
</table>