BIBLIOGRAPHY

The bibliography is written in Annotated form as it gives a summary of each of the research papers. The purpose of annotations is to provide the reader with a summary and some assessment of its value or relevance as the topic of study (Human Resource Accounting) is relatively new and not much literature is available on it. However, such bibliographic representation is confined to few research papers.

ANNOTATED BIBLIOGRAPHY

Agarwal, R.S. (1994). Disclosure of Human Resource Information by Central Public Enterprises (a case study). The Management Accountant, August, pp. 592-595 (Source: Gokhale Library). Agarwal R.S studied the annual reports of the companies such as BHEL, SAIL, MMTC, HMT, etc and gave item wise analysis of HRA information disclosed by the these companies. Some of the major findings of this research are: HRA information is unaudited, value assigned to Human Resources is not a part of financial statements, the main purpose of reporting HRA information is to create image as a pioneer organisation. The information disclosed by the companies is given in appendix-II.

Avazzadehfath, F. and Raiashekar, (2011). Decision Making Based on Human Resource Accounting Information and Its Evaluation Model. Asian Journal Of Finance And Accounting, 3(1), E 14, pp. 1-12. Avazzadehfath F. and Dr. Raiashekar conducted a study in 68 Iranian companies and proved that HRA information has impact on internal investment decisions than traditional accounting information. Historic cost method is widely used by organizations for valuation of their employees.


manpower assets have long term consequences on process of acquiring, developing, allocating and utilizing human assets which affects the ultimate objective of long term profit maximization. Non-availability of such information makes acquisition and development decisions of human resources difficult to justify in terms of a cost-value calculus. Also, ROI on human resource investments is difficult due to unavailability of the data. Availability of human resource accounting information will enable managers to make decisions differently and human assets will be managed more effectively.

Dermer, J and Siegal, J.P. (1974). The Role of Behavioural Measures in Accounting for Human Resources, *The Accounting Review*, January, 49, pp.88-97. Researchers conducted a Business game based research in two parts, first to determine if behavioural variables such as motivation, effort, group cohesion, and satisfaction do affect task performance and thereby human resource accounting. The second part was to find out if these measures improve the administrative effectiveness of the organization. The research showed no significance of among the behavioural variables and performance of employee. This signifies that proposals to capitalize human resource related expenditures cannot be justified as they do not result in increasing firm’s income in later period. The researcher concluded a view that the negative results of this study should be interpreted as a need for caution and not an argument against HRA.

Ebersberger, S. A. (1981). Human Resource Accounting: Can We Afford It? *Training and Development Journal*, August, pp.37-40. Researchers discussed the basic problems faced by HRA. They described the hazards of HRA such as organizational politics and increase in employee’s bargaining power. Also, most important point highlighted here was HRA information would lead to programmed society.

Edmonds, C.P. and Rogow, R. (1986). Should Human Resources Be Reflected on the Balance Sheet? *Magazine for Financial Executives*, 2(1), pp.42-44. Researchers talk about the views of different authors about non-acceptance of human resources as assets and gives counter arguments for the same. The main focus of this paper is to
recognize the importance of human resource measurement by providing solutions to different questions raised by opponents of HRA.

Flamholtz E.G., Searfoss G.D. and Coff R (1988). Developing Human Resource Accounting as a Human Resource Decision Support System. *Accounting Horizons*, September, pp.1-9. Researchers attempted to find if HRA system is used for Turnover Analysis, Recruitment Planning and calculating Human Resource Value. A decision support system was developed consisting 3 components viz. human resource mobility probabilities, replacement cost measurement and human resource value measurement. The system was implemented on a pilot research basis.

Flamholtz, E. G. (1976). The Impact of Human Resource Valuation on Management Decisions: A Laboratory Experiment. *Accounting Organizations and Society*, February, pp.153-166. Flamholtz (1976) asked accountants to select between two persons for a designation. He gave three kinds of information to the accountants, traditional information about function, non monetary and monetary information about HRA. This information was given about three cases A, B and C respectively to the accountants. In contrary to Flamholtz's expectation, non-monetary information had greater impact on decisions.

Flamholtz, E.G., Bullen, M.L. and Hua, W. (2003). Measuring the ROI of Management Development: An Application of The Stochastic Rewards Valuation Model. *Journal of Human Resource Costing and Accounting*, 7, pp.21-40. Researchers gave the Stochastic Reward Valuation Model for Human Resource Valuation and steps to implement the model. Further, use of the model was shown by calculating ROI of Management Development Programs. Transition Matrices of attendees and non attendees of MDPs were prepared to compare and find if these programs increases the likelihood of being promoted. Paper concludes that HRA is useful tool to measure the value of management development.

Frantzreb, R. B., Landau, L. L. and Lundberg, D.P., (1974). The Valuation of Human Resources. *Business Horizons*, June, pp.73-79. Researchers discussed the various approaches to HR accounting. A detailed analysis of components of HRA such as Salary as Surrogate, Future Salaries, Expected Tenure, Value of Experience and
Present value was shown. Later, they talked about how the HRA model works and evaluated its status and flows.


Otter J., n.d. Putting The People Component Of The Business Entity On The Balance Sheet, s.n. pp.1-17. Researcher appreciated human resources as most valuable assets of the organisations. The 3 HRA models were analyzed. Further, a Balance sheet was shown portraying human resource accounting information.

Puett, J. and Roman, D. (1976). Human Resource Valuation. *Academy of Management Journal*, December 1, 19(4), pp.656-662. Puett J.F. and Roman D.D. conducted a field research and confirmed the validity and feasibility of human resource. The organizational benefits of this method is that it serves as a management tool (98.2%), measure value of change in human organization (87.7%), Turnover frequency and costs (72.3%), Selection and Replacement decisions (62.0%), Training need decisions (61.9%), Return on Investment (60.2), Salary reviews (52.2%), Potential worth of individuals (48.9), Potential management needs(47.2), and other parameters.


Hermanson and Flamholtz were evaluated. Flamholtz model was found to be the most suitable model for implementation.

Sen, D., Jain, S., Jat, S. and Saha, R. (2008). Human Resource Accounting Information: Its Impact on Internal Decision-Making. *The Journal of Accounting and Finance*, 22(1), Oct-March, pp.23-46 [Source NIBM, Pune]. Research has been conducted to gauge the impact of HRA information internal decisions such as employee recruitment and employee turnover control. Questionnaires were based on hypothetical situations and responses were obtained in 2 ways: before and after supplying HRA information. The results were positive.


BIBLIOGRAPHY

The further Research Papers are presented in Harvard style. Papers are arranged in ascending order of author’s name.


Handcock M.S. and Gile K.J. (2011). On the Concept of Snowball Sampling, August 2, pp.1-5


Chapter 7: BIBLIOGRAPHY


Online Articles


WIBLIOGRAPHY


Clark, D. (2009), People are our greatest asset (and liability).20 Jan, Available at: http://donaldclarkplanb.blogspot.in/2009/01/people-are-our-greatest-asset-and.html [Accessed 16 June 2012]


http://psychologyoflearningmotivation.blogspot.in/2011/04/motivational-theories.html


http://www.infosys.com/contact/Pages/country.aspx?subsidiary=Infosys&source=contact&country=India

http://www.nasscom.org/top-players


http://www.slideshare.net/RajanNeupane/human-resource-auditing


Olayinka, (2014). *The Impact of Training and Development on Employees Performance and Organizational Growth.* [online] Available at:


www.ignou.ac.in/edusat/mba/MS-23/Block-4/pdf/Unit-18.pdf


**Libraries Used**

British Council Library, Pune

Gokhale Library, Pune

Gosavi Library, Nashik

HNIMR, Pune

IIM Library, Indore

ISBS, Pune

NIBM Library, Pune

TISS Library, Mumbai