Preface

Human resource is the most valuable asset held by an organisation today. It is a unique and elusive asset to manage for a variety of reasons. Human resources simultaneously represent the single greatest potential asset and the single greatest liability that an organisation acquires as it goes about its business. The existing literatures on human resource management highlights the importance of human resources in today's economy and express the need for an apt HR measurement system for proper generation of information required for effective decision making by the internal as well as the external stakeholders. As a solution to some of the major problems relating to human capital management we have proposed the Human Resource Accounting practice as a panacea.

The main objective of this study is to analyze the influence of HRA information on managerial decision-making. The present study is divided into eleven chapters. In chapter I, we have highlighted the importance of HR factor in an organisation, pointed out that how the drawbacks of the existing accounting system have made it more essential to develop or adopt a tool that can measure the HR system. The main objective of chapter II is to provide an overview about the theoretical aspects of human resource accounting. Chapter III starts with a review of the existing literature on human resource accounting. For this, the published articles on human resource accounting in various journals of repute were thoroughly studied. In chapter IV, we have discussed about the objectives, methodology, plan and limitations of the study. Chapter V provides a general overview regarding the HRA practices in India and to put special emphasis on the HRA practices in the Indian IT sector. Chapter VI seeks to analyze the organizational performance and HR performance in case of organisations having HRA system and those not having the system. In chapter VII, we have made an attempt to evaluate the position and performance of HR of NTPC Limited with the help of its HRA information during both the pre-liberalization and post-liberalization periods and to make a comparison between them. The main purpose of chapter VIII is to have an idea regarding the executives' views on HRA system. Chapter IX seeks to examine whether there is any significant influence of HRA information on managerial decision making or not. The main intent of chapter X is to classify the respondents i.e., the executives into different category on the basis of their perception about the importance of HRA information on managerial decision-making. In chapter XI conclusions, suggestions and avenues for future research in the field of human resource accounting are presented.

I hope that this study is going to add value to the existing literature and practice on human resource accounting. The results from this study and the suggestions proposed will definite contribute to a better understanding of the human resource accounting system and will assist the managers to design an HRA system furnishing the required information to them essential for effective decision-making.

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