



# Human Resource Accounting: Advances in Concepts, Methods and Applications

*Eric G. Flamholtz*

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# Human Resource Accounting: Advances in Concepts, Methods and Applications

Eric G. Flamholtz

**Human Resource Accounting: Advances in Concepts, Methods and Applications** Eric G. Flamholtz \*\*\*\*\* The United States is currently undergoing a fundamental transformation from an industrial to a service-based economy. This transformation, which began around the end of World War II, has led to changes in the composition of the labor force, affecting the various sectors in which people are employed and also the types and levels of skills that are in demand. At present ours is rapidly becoming a knowledge, or information based economy, requiring "high-technology services" from people who are highly trained and educated as well as experienced in their fields. Engineers, computer programmers, software developers, medical technicians, lawyers, and university professors all qualify as high-tech service personnel. Thus, the economy is increasingly composed of white collar, technical, professional personnel. Growing Recognition of the Importance of Human Assets Whereas physical capital was of utmost importance in the economy of the past, the distinctive feature of the emerging economy is an increasing emphasis on human and intellectual capital—the knowledge, skills, and experience of people. Given the growing importance of human capital and intellectual property as determinants of economic success at both the macroeconomic and enterprise levels, it should also be clear that the nature of investments made by firms needs to shift to reflect the new economic realities. Specifically, if human capital is a key determinant of organizational success, then investments in training and development of people also become critical.



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