

# Contents

List of figures	vii
Foreword	ix
<b>PART I: Financial accounting, financial management and human resources practitioners</b>	<b>1</b>
1. Introduction	3
2. The finance function and the human resources manager	11
3. The human resources manager and management information systems	21
4. The balance sheet and the human resources manager	29
5. The trading and profit and loss account and the human resources manager	39
6. The manufacturing account and the human resources department	53
7. The interpretation and use of financial information for human resources	59
8. Financial implication of human resource decisions	85
<b>PART 2: Management accounting and human resources practitioners</b>	<b>89</b>
9. Introduction to management accounting	91
10. Costing and human resources	93
11. Absorption costing	99
12. Standard costing	107
13. Marginal costing and human resource decisions	115
14. Budgets and human behaviour	123
15. The human resources manager and the planning system	127
16. The master budget	137
17. Capital budgeting and its application to human resources	153

## **Contents**

Solutions to exercises	161
Appendix: Discounted cash flow: selected tables	193
Glossary	197
Bibliography	203
Management Standards	205
Professional Standards Index	207
Index	209