

Analysis of Human Resource Development Schemes for MSMEs in Haryana: A Review of Government and Industry Reports

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ABSTRACT

This paper critically examines the effectiveness of Human Resource Development (HRD) schemes for Micro, Small, and Medium Enterprises (MSMEs) in Haryana, with a focus on HSIIDC industrial clusters. Drawing on government and industry reports, the study evaluates key programs like PMKVY, ESDP, STRIVE, and HSDM, highlighting their contributions to skill enhancement and employment generation. Findings reveal positive trends in budget utilization and scheme participation, especially in clusters like Panipat and Gurugram. However, challenges persist, including low awareness, bureaucratic hurdles, limited gender inclusivity, and digital skill gaps. The analysis underscores significant regional disparities and the need for cluster-specific, industry-aligned training modules. The paper offers practical recommendations for improving awareness, simplifying access, enhancing industry-academia linkages, and promoting inclusivity. By addressing these gaps, Haryana's HRD framework can better support sustainable growth, productivity, and competitiveness in its MSME sector. The study emphasizes a shift towards localized, inclusive, and strategic HRD interventions.

Keywords: MSMEs, Human Resource Development (HRD), Skill Development, Haryana, HSIIDC Industrial Clusters, Government Schemes.

1. INTRODUCTION

The Micro, Small, and Medium Enterprises (MSMEs) sector is often referred to as the backbone of the Indian economy. It plays a pivotal role in generating employment, promoting industrialization in rural and semi-urban areas, and contributing to the country's GDP and exports. According to the Ministry of Micro, Small and Medium Enterprises (MoMSME), MSMEs contribute approximately 30% to India's GDP and over 45% to its manufacturing output, employing more than 111 million people across 63 million units (MoMSME, 2023). Haryana, with its strategic location, industrial infrastructure, and proactive governance, has emerged as a vibrant hub for MSMEs, particularly within the Haryana State Industrial and Infrastructure Development Corporation (HSIIDC) industrial areas.

In recent years, Human Resource Development (HRD) has gained recognition as a critical factor in enhancing the productivity, innovation, and competitiveness of MSMEs. While traditional factors such as capital, machinery, and infrastructure remain important, the role of a skilled and motivated workforce is increasingly becoming indispensable. HRD, in the context of MSMEs, includes initiatives like skill development, vocational training, managerial capacity-building, and workforce upskilling largely implemented through government schemes, public-private partnerships, and industry-led programs. Also, Sharma and Meet (2023) argue for the adoption of a dynamic capabilities approach, emphasizing that an organization's ongoing ability to innovate and adapt is essential for its survival outweighing the importance of any single or fixed set of capabilities.

The Government of India, through the Ministry of MSME and associated bodies like the National Skill Development Corporation (NSDC), has launched a plethora of HRD schemes to empower the MSME workforce. These include flagship programs such as the Skill India Mission, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Entrepreneurship and Skill Development Program (ESDP), and the Support for Entrepreneurial and Managerial Development of SMEs through Incubators. Complementing these are state-level schemes in Haryana, such as the Haryana Enterprises and

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Employment Policy (HEEP) 2020, Saksham Yuva, and several cluster development initiatives designed to create Common Facility Centers (CFCs) and shared training infrastructure (Government of Haryana, 2020).

Despite the volume and diversity of HRD schemes available, the actual impact on MSMEs in Haryana remains under-explored. While many reports highlight the existence of these schemes, there is limited evaluative research on how effectively they are being implemented, accessed, and utilized by MSMEs. Challenges such as low awareness among MSME owners, bureaucratic hurdles, mismatch between training and industry needs, and a lack of monitoring mechanisms continue to undermine the potential of these programs (CII, 2023).

In Haryana, which is home to more than 2.25 lakh MSMEs (Directorate of Industries & Commerce, 2022), the relevance of HRD schemes is particularly acute. The state's industrial clusters, especially those located in HSIIDC areas such as Gurugram, Faridabad, Panipat, and Manesar, comprise a wide variety of manufacturing and service-oriented MSMEs. These enterprises often face challenges such as skill shortages, limited managerial capabilities, and poor access to modern HR practices. Even, the findings of the research conducted by Meet, Pallavi, and Sinha (2019) clearly indicate that larger organizations providing welfare amenities tend to exert less influence over their workers' personal lives, and vice versa. Addressing these issues requires a systematic approach to human resource development, supported by robust policy frameworks and evidence-based implementation.

The Haryana government has taken several proactive steps in this direction. For instance, the 2020 HEEP policy aims to create employment opportunities for 5 lakh youth and strengthen the entrepreneurial ecosystem through incentives, training support, and facilitation centers (Government of Haryana, 2020). Similarly, the MSME cluster development project launched with a budget of ₹170 crore focuses on the creation of shared industrial infrastructure, including HRD facilities (Times of India, 2025). However, a critical analysis of these initiatives using secondary data, including government and industry reports, is essential to assess their real impact on the ground.

The importance of this study lies in its attempt to bridge the gap between policy intentions and on-ground realities. By conducting a comprehensive review of HRD schemes for MSMEs in Haryana, this paper seeks to offer valuable insights into what is working, what is not, and what can be improved. It also aims to identify the structural and operational bottlenecks that hinder effective HRD in the MSME sector and to recommend strategies for more inclusive and impactful implementation.

This paper is structured as follows. The next section reviews relevant literature on HRD practices in MSMEs, drawing from both academic and policy sources. This is followed by an overview of key HRD schemes at the national and state levels, with a focus on their objectives, components, and implementation status. The main body of the paper presents an analysis and discussion of these schemes based on secondary data, highlighting successes, gaps, and challenges. The final sections summarize the key findings, offer recommendations for policymakers and industry stakeholders, and conclude with suggestions for future research.

The research methodology adopted for this paper is primarily qualitative and based on secondary data analysis. Key data sources include annual reports from the Ministry of MSME, policy documents from the Government of Haryana, reports from industry associations like the Confederation of Indian Industry (CII) and FICCI, and academic journal articles. Content analysis and comparative framework methods are used to interpret and synthesize data from diverse sources.

In conclusion, while significant investments have been made in HRD for MSMEs in Haryana, there remains a pressing need for comprehensive evaluation and course correction. The dynamic and competitive nature of today's industrial economy demands that MSMEs not only survive but also thrive by leveraging their human capital. Through a critical review of government and industry reports, this study aims to contribute to the discourse on MSME development by focusing on one of its most vital, yet under-researched, dimensions: human resource development.

2. LITERATURE REVIEW

The importance of Human Resource Development (HRD) in enhancing the competitiveness and sustainability of Micro, Small, and Medium Enterprises (MSMEs) has been widely acknowledged across academic and policy domains. Deshpande (2021) emphasized that HRD initiatives under schemes such as the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) have had a limited impact due to inadequate localization and industry integration. Goyal and Jha (2020) found that Haryana performs relatively well in terms of HRD scheme participation, attributing this success to its strong

institutional support and industrial cluster-based approach. Narayanan and Patel (2019) observed that Haryana's cluster development strategy, including the use of Common Facility Centres (CFCs), enables better delivery of skill development programs, especially in rural areas.

Kumar and Singh (2021) evaluated the Haryana Enterprises and Employment Policy (HEEP) 2020 and found that it integrates employment generation and HRD support more effectively than previous policies. Mehta (2018), however, argued that HRD in Indian MSMEs remains largely reactive, with insufficient focus on long-term strategic development, particularly in leadership and innovation capabilities. Choudhury and Roy (2022) analyzed multiple state-level HRD models and highlighted Haryana's use of cluster-based training as a best practice, though they called for better monitoring and evaluation mechanisms.

Verma and Kapoor (2020) studied employer participation in government HRD schemes and noted that low awareness among MSME owners in Haryana remains a major barrier to full utilization. Sharma et al. (2021) underscored that the success of national schemes like Skill India significantly improves when training institutions are situated within or near industrial clusters, such as those under HSIIDC. Rao and Shah (2023) emphasized the role of public-private partnerships in making HRD schemes more relevant, noting that industry-academia linkages in Haryana still require strengthening for better alignment with evolving skill demands.

According to Bansal and Kaur (2020), NSDC-led vocational training programs in Haryana have improved employability but lacked sustained impact due to weak follow-up and limited coordination with MSME needs. Mohanty and Prasad (2021) identified scalability challenges in HRD schemes, observing that micro-enterprises often cannot spare workers for extended training sessions, particularly in Haryana's semi-urban zones. Sharma and Mehta (2024), in their study of Rajasthan's RIICO industrial zones, found that on-the-job training was the primary method of skill development, while formal HR practices were rarely implemented. Yadav and Gupta (2020) ranked Haryana among the top states in terms of per-enterprise HRD expenditure, reflecting proactive state-level support and policy-driven investment.

Saxena (2019) criticized the "one-size-fits-all" nature of many training modules, suggesting that Haryana's MSME sector requires more customized HRD strategies tailored to specific industries. Mittal and Bhattacharya (2023) highlighted the positive role of HSIIDC in facilitating cluster-based training and infrastructure development, enhancing scheme accessibility. Khandelwal and Jain (2022) argued that effective HRD is increasingly linked with digital transformation goals, but noted that many MSMEs in Haryana still lag in this domain.

Dasgupta and Rathi (2021) revealed that Haryana lacks a robust third-party evaluation system for tracking HRD outcomes, leading to limited feedback loops for improving programs. Pandey (2020) evaluated Entrepreneurship and Skill Development Program (ESDP) centers in North India and found underutilization in Haryana due to outdated pedagogy and a mismatch between training content and industry needs. Kaur and Meena (2023) addressed gender disparities in HRD participation, showing that women-led MSMEs in Haryana access such schemes at much lower rates, highlighting the need for inclusive reforms.

Rani and Singh (2019) emphasized the significance of co-locating training centers with MSMEs in industrial parks, a strategy being effectively implemented in HSIIDC zones. Tiwari (2021) stressed that inter-governmental coordination is essential for the success of HRD schemes, and praised Haryana's efforts through mechanisms like Invest Haryana and single-window clearances. Overall, the literature suggests that while Haryana has made notable progress in implementing HRD schemes for MSMEs, key challenges such as limited customization, weak follow-up mechanisms, digital skilling gaps, and gendered barriers continue to affect outcomes.

3. RESEARCH GAP

The reviewed literature highlights a substantial body of work examining the implementation and outcomes of Human Resource Development (HRD) schemes for Micro, Small, and Medium Enterprises (MSMEs) in India, particularly in Haryana. However, several critical gaps emerge from this review. First, although studies such as those by Goyal and Jha (2020) and Kumar and Singh (2021) emphasize Haryana's relatively strong policy framework, there is limited empirical research that systematically evaluates the actual effectiveness of these HRD schemes at the micro-enterprise level in the HSIIDC industrial areas. Most existing studies focus on policy analysis or broad state-level outcomes without capturing firm-level perspectives or variations across different industrial clusters.

Secondly, many researchers, including Mehta (2018) and Saxena (2019), highlight the lack of customized training modules tailored to specific industry needs, yet there is insufficient data on how this gap affects enterprise performance or skill retention. Third, while several studies (e.g., Verma & Kapoor, 2020; Dasgupta & Rathi, 2021) have pointed out issues related to low awareness and weak monitoring mechanisms, few have examined the institutional bottlenecks or administrative inefficiencies that hinder the outreach and implementation of these schemes. Moreover, there is a lack of longitudinal studies that track the long-term impact of HRD interventions on productivity, employment, and innovation in Haryana's MSMEs.

Additionally, gender-based disparities and digital skill gaps are mentioned by Kaur and Meena (2023) and Khandelwal and Jain (2022), but empirical assessments that quantify the extent of exclusion or the specific needs of women-led or digitally backward MSMEs are scarce. Importantly, while the literature does reference the role of cluster-based initiatives (e.g., Sharma et al., 2021), there is little insight into how different HSIIDC clusters vary in terms of scheme access, effectiveness, and enterprise-level HRD adoption. This calls for a localized, data-driven analysis to understand the real impact of HRD schemes in Haryana's industrial zones.

Therefore, this study seeks to bridge these gaps by conducting a comprehensive review and analysis of government and industry reports to evaluate the reach, relevance, and effectiveness of HRD schemes for MSMEs in Haryana, with a focus on the HSIIDC industrial area. It will also attempt to identify structural, institutional, and demographic challenges that hinder the success of these schemes at the ground level.

4. RESEARCH OBJECTIVES

- To evaluate the effectiveness of HRD schemes implemented for MSMEs in Haryana, particularly in the HSIIDC industrial areas, based on government and industry reports.
- To assess the level of awareness, accessibility, and utilization of HRD schemes among MSME stakeholders, including micro and small enterprises.
- To analyze the alignment between HRD scheme offerings and the specific skill needs of different industrial sectors within the MSME segment in Haryana.
- To examine institutional and administrative challenges that affect the implementation and monitoring of HRD schemes in the HSIIDC clusters.
- To explore the inclusiveness of HRD schemes, particularly in terms of gender equity and digital skill integration for MSMEs.
- To identify inter-cluster variations in the effectiveness of HRD interventions across different HSIIDC industrial zones.
- To provide policy recommendations for improving the design, delivery, and impact of HRD schemes for MSMEs in Haryana, based on secondary data from government and industry sources.

5. METHODOLOGY

The present study adopts a descriptive and exploratory research design based entirely on secondary data sources. It aims to analyze the effectiveness of Human Resource Development (HRD) schemes for MSMEs in Haryana, particularly in HSIIDC industrial areas. Data is drawn from government reports (e.g., MSME Ministry, NSDC, MSDE, HSIIDC), industry publications (e.g., CII, FISME), academic journals, and official portals. The study employs documentary and content analysis techniques to evaluate scheme structure, performance, and relevance. Comparative and trend analyses are used to assess Haryana's position relative to other states and to examine scheme utilization over time. Key tools include SWOT and gap analysis to identify implementation challenges. The units of analysis include MSMEs registered under HSIIDC and schemes such as PMKVY, ESDP, STRIVE, and HSDM. Ethical considerations are maintained by using publicly available, credible sources without manipulating data. The study excludes primary data and is delimited to secondary reports from 2015 onward.

6. DATA ANALYSIS AND INTERPRETATION

Table 1: Overview of Major HRD Schemes for MSMEs in India (Relevant to Haryana)

Scheme Name	Launch Year	Implementing Agency	Focus Area	Relevance to MSMEs	Mode of Delivery
PMKVY (Pradhan Mantri Kaushal Vikas Yojana)	2015	NSDC / MSDE	Short-term skill development	Upskilling semi-skilled workers in MSMEs	Training partners, third-party centers
ESDP (Entrepreneurship and Skill Development Programme)	Ongoing	MSME-DIs	Entrepreneurial & managerial training	Startup facilitation and cluster training	Govt. institutions, NGOs, industry associations
STRIVE (Skill Strengthening for Industrial Value Enhancement)	2017	MSDE / World Bank	Institutional strengthening, industry linkages	Improves ITI-industry alignment for MSME skill needs	ITIs, cluster-based projects
SAMARTH (Scheme for Capacity Building in Textile Sector)	2017	Ministry of Textiles	Sector-specific skill training	Textile MSMEs in Panipat, Sonipat, Ambala	Training institutions, NGOs
Haryana Skill Development Mission (HSDM)	2015	Govt. of Haryana	State-level skilling & employment	Localized skill ecosystem for MSMEs	Skill centers, polytechnics, private partners

Table 2: State-wise PMKVY Beneficiaries in MSME-Intensive States (2016–2023)

State	Total Enrolled	Certified	Placed	Haryana's Rank (in Placement %)
Maharashtra	8,42,000	7,10,000	3,30,000	4th
Tamil Nadu	6,20,000	5,32,000	2,80,000	3rd
Gujarat	5,98,000	5,10,000	2,60,000	5th
Haryana	4,12,000	3,58,000	2,12,000	2nd
Uttar Pradesh	10,40,000	8,92,000	3,90,000	6th

Source: NSDC Annual Report 2023

The analysis of the data presented through various tables reveals critical insights into the structure, outreach, and effectiveness of Human Resource Development (HRD) schemes for MSMEs in Haryana. As shown in Table 1, multiple HRD schemes such as PMKVY, ESDP, STRIVE, and state-specific programs like HSDM target skill development and entrepreneurial capacity in the MSME sector. Each scheme focuses on different delivery mechanisms, from short-term vocational training to cluster-based interventions. Table 2 highlights that Haryana performs relatively well in PMKVY implementation, ranking second nationally in placement percentage, indicating efficient conversion of skill training into employment opportunities.

Table 3: HRD Participation in HSIIDC Industrial Clusters (2020–2023)

HSIIDC Cluster	No. of MSMEs	% Availing HRD Schemes	Common Scheme Used	Key Skill Areas
Gurugram	1,850	65%	PMKVY, HSDM	CNC operations, digital marketing
Faridabad	2,300	58%	ESDP, STRIVE	Welding, inventory mgmt.
Panipat	1,450	73%	SAMARTH, ESDP	Textile tech, quality control
Ambala	980	49%	HSDM, ESDP	Scientific equipment assembly
Sonipat	1,620	52%	PMKVY, STRIVE	Packaging, machine operations

Source: HSIIDC Industrial Cluster Reports, 2023; State Skill Portal

Table 4: Budget Allocation and Utilization – HRD Schemes in Haryana (₹ in Crore)

Year	PMKVY	ESDP	STRIVE	HSDM	Utilization Rate (%)
2018–19	118.6	30.2	52.0	45.0	78%
2019–20	122.3	31.5	60.4	52.1	81%
2020–21	98.7	28.6	55.0	60.0	74%
2021–22	104.2	35.0	68.2	70.5	86%
2022–23	110.8	38.7	72.5	82.3	88%

Source: Ministry of MSME & Haryana Budget Documents

Table 3 demonstrates a strong participation of MSMEs in HRD schemes across HSIIDC industrial clusters, with Panipat (73%) and Gurugram (65%) showing the highest engagement, largely due to textile-specific programs and digital training needs respectively. However, Ambala and Sonipat lag behind, suggesting regional disparities in scheme outreach and utilization. Table 4 indicates consistent budget allocations and increasing utilization rates for HRD schemes in Haryana over five years, reflecting a positive administrative effort and improved absorption capacity among MSMEs. Utilization rose from 74% in 2020–21 to 88% in 2022–23, showing a stronger alignment between scheme offerings and industry demand.

Table 5: Challenges Reported by MSMEs in Availing HRD Schemes (Haryana-Specific, 2022–23)

Challenge	% of Respondents Reporting (n = 250 MSMEs)
Lack of awareness of schemes	46%
Difficulty in application/documentation	38%
Inflexible training schedules	31%
Poor relevance to current skill needs	29%
Low follow-up support post-training	25%
Gender insensitivity / Low female participation	18%

Source: FISME Haryana Survey 2023

Despite these positive trends, Table 5 reveals persistent challenges. Nearly half of the surveyed MSMEs (46%) report a lack of awareness about HRD schemes, and 38% face documentation or application hurdles. These barriers hinder inclusive participation, particularly for small enterprises and those in rural or less developed clusters. Inflexible training schedules and low post-training support were also commonly reported, signaling a need for more industry-responsive and

personalized training approaches. Moreover, gender-based issues remain under-addressed, with only 18% of MSMEs acknowledging sufficient inclusion of women in training programs.

Table 6: Recommendations from Industry Reports for HRD Scheme Improvement

Recommendation	Source	Applicability to Haryana
Cluster-specific training modules	CII, 2022	Highly applicable (Panipat, Faridabad)
Digital upskilling focus	NASSCOM-FISME, 2023	Critical in Gurugram, Sonipat
Enhanced industry-academia linkage	ASSOCHAM, 2022	Needed in Ambala, Karnal
Gender-inclusive outreach	NSDC-GIZ Study, 2021	Medium to low – needs pilot projects
Real-time feedback system via mobile apps	HSDM Annual Report, 2023	Partially implemented, scope for scaling

Finally, Table 6 summarizes recommendations from leading industry bodies, emphasizing the need for cluster-specific modules, digital upskilling, better industry-academia linkage, and inclusive outreach mechanisms. The incorporation of mobile-based feedback and tracking systems has seen partial success under HSDM but needs wider implementation. Overall, while HRD schemes in Haryana show promising outcomes, especially in industrial hubs, their impact remains uneven across regions and sectors. A more localized, inclusive, and industry-driven approach is necessary to fully leverage the potential of these schemes for sustainable MSME development.

7. CONCLUSION

The analysis of secondary data from government and industry sources reveals that Human Resource Development (HRD) schemes for MSMEs in Haryana have made measurable progress in enhancing the skill base and employability of the industrial workforce, particularly in the HSIIDC clusters. The study successfully achieved its objectives by evaluating the effectiveness, accessibility, and sectoral relevance of various HRD schemes such as PMKVY, ESDP, STRIVE, and HSDM.

Objective 1: to evaluate the effectiveness of HRD schemes was met by assessing the performance of Haryana in PMKVY, where the state ranked second nationally in placement outcomes. **Objective 2: to assess the level of awareness and accessibility** was achieved through survey-based secondary reports, which identified a lack of awareness and bureaucratic challenges as major obstacles for MSMEs. **Objective 3: to analyze the alignment between skill needs and scheme offerings** was supported by the strong correlation seen in textile-based MSMEs in Panipat utilizing SAMARTH, and digital training in Gurugram.

Objective 4: to examine institutional challenges was achieved by identifying issues such as documentation burdens and low post-training follow-up. **Objective 5: to explore inclusiveness in HRD schemes** revealed that gender inclusivity and digital literacy, though acknowledged, still need attention. **Objective 6: to identify regional variations** was fulfilled by comparing utilization rates across different HSIIDC clusters, showing a disparity between better-served regions like Panipat and underserved ones like Ambala.

Finally, **Objective 7: to offer policy recommendations** is addressed in the following section of suggestions, based on both quantitative and qualitative insights derived from secondary data.

8. SUGGESTIONS

a) Strengthen Awareness Campaigns:

There is a pressing need for targeted awareness drives in low-performing clusters like Ambala and Sonipat to ensure MSMEs are informed about scheme benefits, eligibility, and application processes.

b) Simplify Access and Documentation:

Government agencies should introduce streamlined online platforms with multilingual and MSME-friendly interfaces to ease the application process for HRD schemes.

c) Develop Cluster-Specific Training Modules:

HRD initiatives should be tailored to the skill requirements of local industries—for example, advanced textile design for Panipat, and scientific equipment handling for Ambala.

d) Enhance Industry–Academia Linkages:

Institutions such as ITIs and polytechnics should work in close coordination with local MSMEs to co-design training content that reflects real-time industrial needs.

e) Promote Digital Skills and Green Technologies:

With rising digitalization and sustainability concerns, HRD schemes must include modules on digital marketing, AI tools, e-commerce, and sustainable manufacturing practices.

f) Ensure Gender and Social Inclusivity:

Dedicated targets and incentives should be introduced to encourage the participation of women and marginalized groups in MSME training programs.

g) Improve Monitoring and Feedback Systems:

Mobile-based apps and digital dashboards should be widely deployed to collect feedback, track trainee progress, and monitor scheme outcomes in real-time.

h) Encourage MSME–Government Collaboration:

MSMEs should be involved in the planning, monitoring, and periodic review of HRD schemes to ensure responsiveness and accountability.

In conclusion, Haryana has made commendable progress in implementing HRD schemes for MSMEs, yet the full potential of these programs can only be realized through more localized, inclusive, and demand-driven approaches. Bridging regional disparities and aligning schemes with emerging industrial needs will be crucial for achieving sustained economic and workforce development.

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