

4.3 : HR Practitioners perception of HR Management education

Part A : Descriptive analysis.

Part B : Analysis has been categorized as per the following variables

- a. Present designation
- b. Type of company / organization
- c. Age group, gender, work experience and educational qualification

Part A : Socio-demographic data.

Table No 4.3.1 : Frequency and percent responses by HR Practitioner respondents by their present designation and gender

Gender of the HR Practitioner	F and %	Present designation of the HR Practitioner						Total
		1	2	3	4	5	6	
Male	F	0	4	7	6	2	3	22
	%	0.0%	66.7%	58.3%	75.0%	100.0%	75.0%	66.7%
Female	F	1	2	5	2	0	1	11
	%	100.0%	33.3%	41.7%	25.0%	0.0%	25.0%	33.3%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

1= HR Executive; 2 = HR Officer / Asst manager HR; 3 = Deputy manager HR / HR Manager / HR consultant; 4 = Senior HR Manager / Senior HR Consultant; 5 = Associate Director HR / Director HR; 6 = Chairman/ EC Member / Associate member of HR Professional Associations.

Out of the total 33 HR Practitioners, 66.7% of them are male and 33.3% are female. Amongst the HR Executives, there is one executive. Amongst the HR Officer / Asst manager HR level, there are 66.7% male and 33.3% female officers. In the Deputy Manager HR / HR Manager category, there are 58.3% and 41.7% male and female officers. Amongst the Senior HR Managers / Senior HR Consultant levels there are 75% and 25% to male and female officers. The Associate Directors / Director levels have only male members; and lastly Chairman / EC member have 75% and 25% to male and female officers. The trend that is seen here is that as and when the hierarchical level increases, the number of female HR officers comes down, where as it is the same for the male HR officers.

Table No 4.3.2 : Frequency and percent responses by HR Practitioner respondents by their present designation and age group

Age groups of the HR Practitioner	F and %	Present designation of the HR Practitioner						Total
		1	2	3	4	5	6	
28 to 32 yrs	F	1	6	1	0	0	0	8
	%	100.0%	100.0%	8.3%	0.0%	0.0%	0.0%	24.2%
33 to 37 yrs	F	0	0	1	2	0	2	5
	%	0.0%	0.0%	8.3%	25.0%	0.0%	50.0%	15.2%
38 to 42 yrs	F	0	0	7	4	0	0	11
	%	0.0%	0.0%	58.3%	50.0%	0.0%	0.0%	33.3%
43 to 47 yrs	F	0	0	3	0	1	0	4
	%	0.0%	0.0%	25.0%	0.0%	50.0%	0.0%	12.1%
48 to 52 yrs	F	0	0	0	1	0	1	2
	%	0.0%	0.0%	0.0%	12.5%	0.0%	25.0%	6.1%
53 + yrs	F	0	0	0	1	1	1	3
	%	0.0%	0.0%	0.0%	12.5%	50.0%	25.0%	9.1%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

1= HR Executive; 2 = HR Officer / Asst manager HR; 3 = Deputy manager HR / HR Manager / HR consultant; 4 = Senior HR Manager / Senior HR Consultant; 5 = Associate Director HR / Director HR; 6 = Chairman/ EC Member / Associate member of HR Professional Associations

We observe that the largest number of the HR Practitioners at 33.3%, are found in the age group of 38 to 42 years, followed by 24.2% of the population being found in the age group of 28 to 32 years. Lastly at 15.2% of the HR Academicians in the 33 to 37 years age group. Amongst the HR executive and HR Officer / Asst Manager HR levels, we observe one and six persons in the age group of 28 to 32 years. Amongst those in Deputy Manager HR / HR Manager level, we find HR Practitioners in the age group of 38 to 42 years at 58.3% ; followed by 25% of them in the age group of 43 to 47 years. In the Senior HR Manager / Senior HR Consultant levels, we find HR Practitioners at 50% in the age group of 38 to 42 years and 25% in the age group of 33 to 37 years age group. Amongst the Associate Director / Director levels, we observe 50% (twice) in the age groups of 43 to 47 and 53+ years age group. Amongst the Chairman / EC member (of HR professional Associations) levels, we observe 50% in the 33 to 37 years, 25% twice in the 48 to 52 years age group and 53+ age groups.

Table No 4.3.3 : Frequency and percent responses by HR Practitioner respondents by their present designation and educational qualification.

Designations of HR Practitioners	F and%	Educational qualifications of HR Practitioners					Totals
		MBA	PGDM	MBA and PhD	MSW	MSW and PhD	
1	F	1	0	0	0	0	1
	%	5.6%	0.0%	0.0%	0.0%	0.0%	3.0%
2	F	5	0	0	1	0	6
	%	27.8%	0.0%	0.0%	11.1%	0.0%	18.2%
3	F	6	1	1	4	0	12
	%	33.3%	25.0%	100.0%	44.4%	0.0%	36.4%
4	F	5	1	0	2	0	8
	%	27.8%	25.0%	0.0%	22.2%	0.0%	24.2%
5	F	0	0	0	1	1	2
	%	0.0%	0.0%	0.0%	11.1%	100.0%	6.1%
6	F	1	2	0	1	0	4
	%	5.6%	50.0%	0.0%	11.1%	0.0%	12.1%
Total	F	18	4	1	9	1	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

1= HR Executive; 2 = HR Officer / Asst manager HR; 3 = Deputy Manager HR / HR Manager / HR consultant; 4 = Senior HR Manager / Senior HR Consultant; 5 = Associate Director HR / Director HR; 6 = Chairman / EC Member / Associate member of HR Professional Associations.

On comparison of HR Practitioners based on the their designation, the maximum number of Practitioners were seen at 36.4% at Deputy Manager HR / HR Manager level. This was followed by 24.2% at the level of Senior HR Manager / Senior HR Consultant. Lastly, at 18.2% of the Practitioners, were observed in the HR Officer / Asst Manager HR levels. A comparison based on the educational qualification, has revealed that those HR Practitioners having MBA only, highest is at 33.3% and 27.8%, are found in Deputy Manager HR / HR Manager and HR officer / Asst Manager, Senior HR Manager / Senior HR Consultant.

Amongst those who possess a PGDM as a qualification, there is at 50% and 25% at Chairman / EC Member / Associate Member of HR Professional Associations and Senior HR Manager / Senior HR Consultant and Deputy manager HR / HR Manager / HR consultant. HR Academicians possessing MBA and PhD is at the level of Deputy Manager HR / HR Manager" levels. MSW as a qualification is seen amongst 44.4% at Deputy manager HR / HR Manager / HR consultant; followed by 22.2% at Senior HR Manager / Senior HR Consultant". MSW and PhD as a qualification is observed at Associate Director HR / Director HR level.

Table No 4.3.4 : Frequency and percent responses by HR Practitioner respondents by their age group and their role and responsibilities

Present designation of HR Practitioner	F and %	Work experience of the HR Practitioner						Total
		a	b	c	d	e	f	
1	F	1	0	0	0	0	0	1
	%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%
2	F	5	1	0	0	0	0	6
	%	83.3%	10.0%	0.0%	0.0%	0.0%	0.0%	18.2%
3	F	0	5	4	2	0	1	12
	%	0.0%	50.0%	57.1%	66.7%	0.0%	25.0%	36.4%
4	F	0	2	3	1	1	1	8
	%	0.0%	20.0%	42.9%	33.3%	33.3%	25.0%	24.2%
5	F	0	0	0	0	2	0	2
	%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	6.1%
6	F	0	2	0	0	0	2	4
	%	0.0%	20.0%	0.0%	0.0%	0.0%	50.0%	12.1%
Total	F	6	10	7	3	3	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

a= 0 to 5 years; b = 6 to 10 years; c = 11 to 15 years; d = 16 to 20 years; e = 21 to 25 years; f = 26+ years

1= HR Executive; 2 = HR Officer / Asst manager HR; 3 = Deputy manager HR / HR Manager / HR consultant; 4 = Senior HR Manager / Senior HR Consultant; 5 = Associate Director HR / Director HR; 6 = Chairman / EC Member / Associate member of HR Professional Associations.

On comparison of HR Practitioners based on the designation, the highest number of HR Practitioners come from "Deputy Managers / HR Managers / HR Consultants" with 36.4%. They are followed by 24.2% of the Practitioners coming from "Senior HR Managers / Senior Consultants". Lastly, at 12.1%, we observe "Chairman / EC member/ Associate member of the Professional HR Associations".

Based on the comparison of HR Practitioners on their years of total work experience, at 0 to 5 years of work experience, at 83.3% and 16.7% are found in the HR Officer / Asst manager HR and HR Executive levels respectively. Amongst those in the 6 to 10 years of work experience, at 50% and at 20% (twice), i.e., "Deputy manager HR / HR Manager / HR consultant" and "Senior HR Manager / Senior HR Consultant", and "Chairman / EC Member / Associate member of HR Professional Associations". Amongst the 11 to 15 and 16 to 20 years work experience categories, at 57.1%, 42.9%, and 66.7% and 33.3% are found at designations of "Deputy manager HR / HR Manager / HR consultant; and Senior HR Manager / Senior HR Consultant. Amongst the Associate Director / Director HR levels, at 66.7% and 33.3%, "Associate Director HR / Director HR" and "Chairman / EC Member / Associations member of HR Professional Associations". Lastly, at the Chairman / EC member lev-

els, 50% and 25% (twice), i.e., " Chairman / EC Member / Associate member of HR Professional Associations" and "Senior HR Manager / Senior HR Consultant".

Table No 4.3.5 : Frequency and percent responses by HR Practitioner respondents by their type of organization and the gender

Type of organization	F and %	Gender		Total
		Male	Female	
Manufacturing	F	8	3	11
	%	36.4%	27.3%	33.3%
IT	F	2	3	5
	%	9.1%	27.3%	15.2%
ITeS	F	4	0	4
	%	18.2%	0.0%	12.1%
BFSI	F	1	0	1
	%	4.5%	0.0%	3.0%
Retail	F	1	0	1
	%	4.5%	0.0%	3.0%
Beverages / Hospitality / Group	F	0	2	2
	%	0.0%	18.2%	6.1%
Consultancy	F	0	2	2
	%	0.0%	18.2%	6.1%
Pharmaceutical	F	2	0	2
	%	9.1%	0.0%	6.1%
Aerospace Industry	F	1	0	1
	%	4.5%	0.0%	3.0%
HR Professional Body	F	3	1	4
	%	13.6%	9.1%	12.1%
Total	F	22	11	33
	%	100%	100%	100%

Based on the comparison, amongst the HR Practitioners, on their industrial sector, the majority of them came from manufacturing sector at 33.3% of the population. They were followed by IT based HR Practitioners with 15.2%.

Lastly, ITeS and HR Professional Association members based HR Practitioners came at 12.1%.

Part B : Analysis has been categorized as per the following variables

- a. Designation
- b. Type of company / organization
- c. Age group, gender, work experience and educational qualification

a. Designation

Table No 4.3.6 : Frequency and percent responses for "preference during campus selection for UG based educational background of HR students" and the results of test statistics

Preference for UG based Educational background	F and %	Designation of the HR Practitioners						Total	Test Statistics
		1	2	3	4	5	6		
BA	F	0	5	9	3	2	4	23	$X^2= 43.589;$ $p=.000$ $CC=.754;$ $p=.000;$
	%	0.0%	83.3%	75.0%	37.5%	100%	100.0%	69.7%	
BCom	F	0	1	2	5	0	0	8	
	%	0.0%	16.7%	16.7%	62.5%	0.0%	0.0%	24.2%	
BBM	F	1	0	0	0	0	0	1	
	%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	
BE	F	0	0	1	0	0	0	1	
	%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	3.0%	
Total	F	1	6	12	8	2	4	33	
	%	100%	100%	100%	100%	100%	100%	100%	

1= HR Executive; 2 = HR Officer / Asst manager HR; 3 = Deputy manager HR / HR Manager / HR consultant; 4 = Senior HR Manager / Senior HR Consultant; 5 = Associate Director HR / Director HR; 6 = Chairman / EC Member / Associate member of HR Professional Association.

On comparison of HR Practitioners based on the designation, more number of BA's (as their under-graduation degree) were selected by the HR Practitioners at 69.7%. This was followed by students having BCom as their under-graduation degree at 24.2%. Lastly at 3% each, have replied that BBM and BE students being selected by the HR Practitioners. Chi-square revealed a significant difference between these groups of frequencies ($X^2=43.589$; $p=.000$), helping us to infer that number of respondents were more in the Deputy Manager HR / HR Manager / HR Consultant level that any other designation.

Contingency co-efficient revealed that a significant association exists amongst the groups of frequencies ($CC=.754$; $p=.000$), indicating that at the level of HR executives, BBM as UG degree was the choice. Amongst the HR Officer / Asst Manager, at 83.3%, BA as UG degree was the choice, followed by 16.7% with BCom. The Deputy Manager HR / HR Manager's choice was BA as UG degree at 75%, followed by BCom with 16.7%. The Senior HR Manager / Senior HR Consultant's choice was BCom at 62.5%, followed by BA with 37.5%. The "Associate Director HR / Director HR" and "Chairman / EC Member / Associate member" have agreed with BA as a UG degree at 100%. Thus most of the HR Practitioners have opined that their choice of UG degree amongst the HR Students would be BA degree.

Table No 4.3.7 : Frequency and percent responses for "core HR Competencies of HR Practitioners" and the results of test statistics

Core HR Competencies of HR Practitioners	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	0	1	0	1	1	3
	%	0.0%	0.0%	8.3%	0.0%	50.0%	25.0%	9.1%
2	F	0	0	3	5	1	1	10
	%	0.0%	0.0%	25.0%	62.5%	50.0%	25.0%	30.3%
3	F	0	1	4	1	0	0	6
	%	0.0%	16.7%	33.3%	12.5%	0.0%	0.0%	18.2%
4	F	1	3	0	2	0	1	7
	%	100.0%	50.0%	0.0%	25.0%	0.0%	25.0%	21.2%
5	F	0	0	3	0	0	1	4
	%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	12.1%
6	F	0	2	1	0	0	0	3
	%	0.0%	33.3%	8.3%	0.0%	0.0%	0.0%	9.1%
Total	F	1	6	12	8	2	4	33
	%	3.03%	18.18%	36.36%	24.24%	6.06%	12.12%	100.0%
$X^2= 32.188$; $p=.153$; $CC=.703$; $p=.153$								

1= Core and general HR knowledge / Industry specific HR skill set / Attitude - humble and honest / Decision making / problem solving; 2 = Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge; 3 = Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA (Corrective Action Preventive Action); 4 = connect with business and people / KSA of HR / Technology and numbers / exposure to all industry; 5 = Command over language / Tech savvy / in touch with latest happenings in market / Talent mgmt / Futuristic LD practice; 6 = problem solving / positive aggression / ability to complete the work / loop and cover it end to end / Channelizing of work.

a= HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association.

On comparison of HR Practitioners based on the designation, at 30.3%, the HR Practitioners' had the highest level of skill sets with "Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge". This was followed by 21.2% of the population with "connect with business and people / KSA of HR / Technology and numbers / exposure to all industry" as the second highest level of skill set. Lastly, at 18.2%, being the third highest level of skill set amongst the HR Practitioners had "Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA". Chi-square revealed no difference between these groups of frequencies ($X^2=32.188$; $p=.153$), helping us to infer that number of respondents were more in the Deputy Manager HR / HR Manager / HR Consultant level than any other designation.

Contingency coefficient revealed that no association exists amongst the groups of frequencies ($CC=703$; $p=.153$), and this indicates that amongst the HR Executives at 100% reveal that "connect with business and people / KSA of HR / Technology and numbers / exposure to all industry". Amongst the "HR Officer / Asst manager HR", at 50%, and 33.3%, there exists "connect with business and people / KSA of HR / Technology and numbers / exposure to all industry" and "problem solving / positive aggression / ability to complete the work / loop and cover it end to end / Channelizing of work". Amongst the "Deputy manager HR / HR Manager / HR consultant", at 33.3% and 25% (twice), there exists "Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA" and "Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge" and "Command over language / Tech savvy / in touch with latest happenings in market / Talent mgmt / Futuristic LD practice".

In the "Senior HR Manager / Senior HR Consultant" group at 62.5% and 25% with "Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge" and "connect with business and people / KSA of HR / Technology and numbers / exposure to all industry" respectively. Amongst the "Associate Director HR / Director HR", at 50% (twice) with "Core and general HR knowledge / Industry specific HR skill set / Attitude - humble and honest / Decision making / problem solving"; and "Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge";

The group on "Chairman / EC Member / Associate member of HR Professional Association" at 25% (four times), has revealed that "Core and general HR knowledge / Industry specific HR skill set / Attitude - humble and honest / Decision making / problem solving; Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA; Connect with business and people / KSA of HR / Technology and numbers / exposure to all in-

dustry". Core competencies of the HR Practitioners vary across various designations, based on the need and usefulness of the concerned competency.

Table No 4.3.8 : Frequency and percent responses for "Business competencies of the HR recruit" and the results of test statistics

Business competencies of HR recruit	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	0	1	0	0	0	1
	%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	3.0%
2	F	0	0	2	0	0	0	2
	%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	6.1%
3	F	0	1	6	1	0	0	8
	%	0.0%	16.7%	50.0%	12.5%	0.0%	0.0%	24.2%
4	F	1	5	3	4	2	0	15
	%	100.0%	83.3%	25.0%	50.0%	100.0%	0.0%	45.5%
5	F	0	0	0	3	0	0	3
	%	0.0%	0.0%	0.0%	37.5%	0.0%	0.0%	9.1%
6	F	0	0	0	0	0	4	4
	%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	12.1%
Total	F	1	6	12	8	2	4	33
	%	3.03%	18.18%	36.36%	24.24%	6.06%	12.12%	100.0%
X ² = 56.020; p=.000; CC=.793; p=.000;								

1= keen eye for issue / analytical ability / Manage team; 2 = Strategy / Production / Market and Sales; 3 = Able to run the business / technology and latest updates in HR / understand the business totally; 4 = Knowledge of all round of business practice; 5 = Basics of finance / strategy / production / operations; 6 = NA (for HR professional bodies).

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy Manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association.

Comparison amongst the designations of the HR Practitioners has revealed that at 45.5% of the HR Practitioners, the business competencies is at the highest level is "knowledge of all round of business practice"; this was followed by 24.2% of the HR Practitioners opining that "able to run the business / technology and latest updates in HR / understand the business totally". Lastly, at 12.1% of the HR Practitioners opined that business competencies are not much of use in an HR Professional Association. Chi-square revealed a significant difference between these groups of frequencies (X²=56.020; p=.000), helping to infer that the highest number are from the 38 to 42 years of age groups, which are considered as a good productive age group, which has both the work experience and skill sets, the drive to

achieve and forms the balance between the youngsters who come in fresh from b-schools on the one hand and the senior professionals on the other hand.

Contingency coefficient revealed that a significant association exists ($CC=.793$; $p=.000$), where in it indicates that amongst the HR Executives at 100% reveal that "knowledge of all round of business practice". Amongst the "HR Officer / Asst manager HR" and Deputy Manager HR / HR Manager / HR consultant" at 83.3%, and 16.7%, and 50% and 25%, with "knowledge of all round of business practice" and "able to run the business / technology and latest updates in HR / understand business totally" respectively. In the "Senior HR Manager / Senior HR Consultant" group at 50% and 37.5% with "knowledge of all round of business practice" and "basics of finance / strategy / production / operations" respectively. Amongst the "Associate Director HR / Director HR", at 100% with "knowledge of all round of business practice". Thus, the "knowledge of all round of business practice" is the business practice mantra that all the HR recruits must be aware of and not just the HR practices per se.

Table No 4.3.9 : Frequency and percent responses for "HR professional association membership" and the results of test statistics

HR Professional Body Membership	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
NHRD	F	1	3	4	6	2	0	16
	%	100.0 %	50.0%	33.3%	75.0%	100.0 %	0.0%	48.5%
NIPM	F	0	1	7	2	0	1	11
	%	0.0%	16.7%	58.3%	25.0%	0.0%	25.0%	33.3%
SHRM	F	0	0	0	0	0	1	1
	%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	3.0%
ISTD	F	0	0	0	0	0	1	1
	%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	3.0%
MTHR	F	0	2	1	0	0	1	4
	%	0.0%	33.3%	8.3%	0.0%	0.0%	25.0%	12.1%
Total	F	1	6	12	8	2	4	33
	%	3.03%	18.18 %	36.36 %	24.24 %	6.06%	12.12 %	100.0%
$X^2= 28.063$; $p=.108$; $CC=.678$; $p=.108$;								

a= HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association.

Comparison amongst the designations of the HR Practitioners has revealed that that the respondents affiliated themselves to NHRD and NIPM with 48.5% and 33.3%. The other organization was MTHR with 12.1%; which helps us to infer that NHRD being a modern day HR professional Association had attracted many young HR managers and NIPM being the oldest HR Association in India had also attracted many senior HR managers. Chi-square revealed no difference between these groups of frequencies ($X^2=28.063$; $p=.108$).

Further, Contingency coefficient revealed that a non-significant association exists amongst the groups of frequencies ($CC=.678$; $p=.108$), as opined by the HR Executives, as only one of them is a member of NHRD. Amongst the HR Officer / Asst manager HR, at 50%, 33.3% and 16.7% have obtained membership in NHRD, MTHR and NIPM respectively. Amongst the "Deputy manager HR / HR Manager / HR consultant" at 58.3%, 33.3% and 8.3% have obtained membership in NIPM, NHRD and MTHR respectively. Amongst the "Senior HR Manager / Senior HR Consultant" are at 75% and 25%, having obtained membership in NHRD and NIPM respectively. The "Associate Director HR / Director HR" level has at 100%, obtained membership in NHRD. Lastly, the "Chairman / EC Member / Associate member", have secured memberships in NIPM, SHRM, ISTD and MTHR.

Table No 4.3.10 : Frequency and percent responses for "most preferred HR books by HR Practitioners" and the results of test statistics

Most preferred HR books by HR Practitioners	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	2	5	4	1	0	12
	%	0.0%	33.3%	41.7%	50.0%	50.0%	0.0%	36.4%
2	F	0	1	4	1	0	3	9
	%	0.0%	16.7%	33.3%	12.5%	0.0%	75.0%	27.3%
3	F	0	0	1	0	0	1	2
	%	0.0%	0.0%	8.3%	0.0%	0.0%	25.0%	6.1%
4	F	1	1	2	2	0	0	6
	%	100.0%	16.7%	16.7%	25.0%	0.0%	0.0%	18.2%
5	F	0	2	0	1	1	0	4
	%	0.0%	33.3%	0.0%	12.5%	50.0%	0.0%	12.1%
Total	F	1	6	12	8	2	4	33
	%	3.03%	18.18%	36.36%	24.24%	6.06%	12.12%	100.0%
$X^2= 22.802$; $p=.299$; $CC=.639$; $p=.299$;								

1= Dave Ulrich's books; 2 = HBR's publishing house has good HR books / Cambridge and Oxford Publishing house has good HR books; 3 = CK Prahalad and TV Rao's books on HR are good; 4 = Any HR book which us information; 5 = All HR books are good.

a = HR Executive; b = HR Officer / Asst manager HR; c = Dep manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association.

Comparison in the designations amongst the HR Practitioners has revealed that at 36.4% of the HR Practitioners, preferred Dave Ulrich's books; this was followed by 27.3% of the population preferring the "HBR's publishing house has good HR books / Cambridge and Oxford Publication house has good HR books"; Lastly, at 18.2% of the HR Practitioners population preferred "any HR book which gives us information". Chi-square revealed no difference between these groups of frequencies ($X^2=22.802$; $p=.299$). By this we could infer that Dave Ulrich's who is considered as a HR Guru, whose publications are most valued by the HR Practitioners. Also, HR Practitioners considered HBR's publishing house, along with Cambridge and Oxford Publishing houses having good HR books, meaning that HR Practitioners were well read too.

Contingency coefficient revealed that a non-significant association exists ($CC=.639$; $p=.299$) amongst the groups of frequencies, where in amongst the HR Executives the preference was to have "any HR book which us information" at 100%. The HR Officer / Asst manager HR category revealed that their choice was at 33.3 % (twice) with "Dave Ulrich's books" and "all HR books are good"; followed by 16.7% (twice) with "HBR's publishing house has good HR books / Cambridge and Oxford Publishing house has good HR books" and "any HR book which us information".

Amongst the Deputy Manager HR / HR Manager / HR consultant category, the preference was to have "Dave Ulrich's books" at 41.7%; followed by 33.3% with "HBR's publishing house has good HR books / Cambridge and Oxford Publication house has good HR books". In the Senior HR Manager / Senior HR Consultant category, the preference for "Dave Ulrich's books" is at 50%; followed by 25% with "Any HR book which us information". Amongst the Associate Director HR / Director HR level, the preference is with "Dave Ulrich's books" and "All HR books are good" at 50% each.

Lastly, amongst the Chairman / EC Member category, the preference has been towards "HBR's publishing house has good HR books / Cambridge and Oxford Pub house has good HR books" at 75%, followed by 25% with "CK Prahalad and TV Rao's books on HR are good".

Table No 4.3.11 : Frequency and percent responses for "changes in the HR field" and the results of test statistics

Changes in the HR field	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	0	3	1	0	0	4
	%	0.0%	0.0%	25.0%	12.5%	0.0%	0.0%	12.1%
2	F	0	1	5	3	0	0	9
	%	0.0%	16.7%	41.7%	37.5%	0.0%	0.0%	27.3%
3	F	1	3	4	4	2	0	14
	%	100.0%	50.0%	33.3%	50.0%	100.0%	0.0%	42.4%

4	F	0	0	0	0	0	4	4
	%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	12.1%
5	F	0	2	0	0	0	0	2
	%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	6.1%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
X ² = 49.058; p=.000; CC=.773; p=.000;								

1= HRD - HRM / TD - LD / Recruiting practice / compensation / HR work is tech based; 2 = Technology in HR / Numbers in HR / Many new HR techniques and process have come up; 3 = More jargons / concepts / techniques / Titles and designations / concept of HR business partner; 4 = People's change perception of HR practices / Documentation / Laws and regulations have changed; 5 = HR has become fast and monotonous / concepts, processes have changed / HR has become agile and fast.

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations of the HR Practitioners has revealed that the largest group at 42.4% of the HR Practitioners, mentioned the changes in HR scenario as "more jargons / concepts / techniques / Titles and designations / concept of HR business partners". This was followed by 27.3% of the population mentioning " technology in HR / Numbers in HR / Many new HR techniques and process have come up". These were followed by "HRD - HRM / TD - LD / Recruiting practice / compensation / HR work is tech based" and "People's change perception of HR practices / documentation / laws and regulations have changed" at 12.% each. Chi-square revealed a significant difference exists between these groups of frequencies (X²=49.058; p=.000), helping to infer that the largest group of HR Practitioners are with the major changes observed in the HR field are the "more jargons / concepts / techniques / titles and designations / concept of HR business partners".

Contingency coefficient revealed that a non-significant association that exists (CC=.773; p=.000) amongst the sets of frequencies, in which the HR Practitioners are working at the HR Executives category mentioned the changes at 100% for "more jargons / concepts / techniques / titles and designations / concept of HR business partner".

Amongst those in which the HR Practitioners are working at the HR Officer / Asst Manager HR category, mentioned the changes at 50.5% and 33.3% for "more jargons / concepts / techniques / titles and designations / concept of HR business partner" and "HR has become fast and monotonous / concepts, processes have changed / HR has become agile and fast" respectively. Amongst those in which the HR Practitioners are working at the Deputy Manager HR / HR Manager / HR consultant category, mentioned the changes at 47.1% and 33.3% with "technology in HR / numbers in HR / many new HR techniques and process have come up" and "more jargons / concepts / techniques / titles and designations / concept of HR business partner"

Amongst those in which the HR Practitioners are working at the Senior HR Manager / Senior HR Consultant category mentioned the changes at 50% and 37.3%, for "more jargons / concepts / techniques / titles and designations / concept of HR business partner" and "technology in HR / numbers in HR / many new HR techniques and process have come up" respectively. Amongst those in which the HR Practitioners are working at the Associate Director HR / Director HR Category mentioned the changes at 100% for "more jargons / concepts / techniques / titles and designations / concept of HR business partner"

Amongst the Chairman / EC Member / Associate Member category mentioned the changes at 100% with "People's change perception of HR practices / documentation / laws and regulations have changed".

Table No 4.3.12 : Frequency and percent responses for "HR competencies sought" and the results of test statistics

HR competency/ies sought	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	1	1	0	0	4	6
	%	0.0%	16.7%	8.3%	0.0%	0.0%	100.0%	18.2%
2	F	0	3	3	4	2	0	12
	%	0.0%	50.0%	25.0%	50.0%	100.0%	0.0%	36.4%
3	F	0	1	6	1	0	0	8
	%	0.0%	16.7%	50.0%	12.5%	0.0%	0.0%	24.2%
4	F	1	1	1	3	0	0	6
	%	100.0%	16.7%	8.3%	37.5%	0.0%	0.0%	18.2%
5	F	0	0	1	0	0	0	1
	%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	3.0%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

$X^2= 39.953$; $p= 0.012$; $CC= .727$; $p=.012$;

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC member / Associate Member of HR Professional Association

1= Core and general HR knowledge / Industry specific HR skill set / Attitude - humble and honest; 2= Soft skills / Adaptability / Quick learning / connect to people and process / Knowledge, Skill sets and Attitude of HR; 3 = Keen eye for observe and report / communication and decision making / theoretical knowledge is important / CAPA (Corrective Action Preventive Action); 4 = Recruitment & Selection / Learning & Development / Compensation and Benefits / Retention skills; and 5 = Practical Knowledge/Able to w/s stress, strain / communicate effectively / team player / lead the team

Comparison amongst the designations of the HR Practitioners has revealed that the largest group at 36.4% of the HR Practitioners, mentioned the HR competency/ies sought as "soft skills / adaptability / quick learning / connect to people and process / Knowledge, Skill and Attitude (KSA) of HR". This was followed by 24.2% of the population mentioning "keen eye for observe and report / communication and decision making / theoretical knowledge is important / CAPA". These were followed by "core and general HR knowledge / industry specific HR skill set / attitude - humble and honest" and "Recruitment & Selection / Learning & Development / Compensation and Benefits / Retention skills" at 18.2% each. Chi-square revealed a non-significant difference between these groups of frequencies ($X^2=39.953$; $p=.012$), helping to infer that the largest group of HR Practitioners seek Soft skills / Adaptability / Quick learning / connect to people and process / KSA of HR.

Contingency coefficient revealed that a non-significant Association ($CC=.727$; $p=.012$) amongst the sets of frequencies, in which the HR Practitioners are working at the HR Executives category mentioned the changes at 100% for "Recruitment & Selection / Learning & Development / Compensation and Benefits / Retention skills;".

Amongst those in which the HR Practitioners are working at the HR Officer / Asst Manager HR category, mentioned the changes at 50% and 16.7% (thrice) for "keen eye for observe and report / communication and decision making / theoretical knowledge is important / CAPA" and "Core and general HR knowledge / industry specific HR skill set / attitude - humble and honest" and "keen eye for observe and report / communication and decision making / theoretical knowledge is important / CAPA" and "R&S / L&D / Compensation and Benefits / Retention skills" respectively.

Amongst those in which the HR Practitioners are working at the Deputy Manager HR / HR Manager / HR consultant category, mentioned the changes at 50% and 25% with "keen eye for observe and report / communication and decision making / theoretical knowledge is important / CAPA" and "soft skills / adaptability / quick learning / connect to people and process / KSA of HR" respectively.

Amongst those in which the HR Practitioners are working at the Senior HR Manager / Senior HR Consultant category mentioned the changes at 50% and 37.5%, for "soft skills / adaptability / quick learning / connect to people and process / KSA of HR" and "Recruitment & Selection / Learning & Development / compensation and benefits / Retention skills" respectively.

Amongst those in which the HR Practitioners are working at the Associate Director HR / Director HR Category mentioned the changes are at 100% for "soft skills / adaptability / quick learning / connect to people and process / KSA of HR ". Amongst those in the which the HR Practitioners are working at the Chairman, EC member / Associate member, the changes are at 100% with "Core and general HR knowledge / industry specific HR skill set / attitude - humble and honest".

Table No 4.3.13 : Frequency and percent responses for "issues related to recruitment at b-schools" and the results of test statistics

B-School recruitment	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	

1	F	0	0	1	0	0	0	1
	%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	3.0%
2	F	1	3	8	8	2	1	23
	%	100.0%	50.0%	66.7%	100.0%	100.0%	25.0%	69.7%
3	F	0	3	3	0	0	0	6
	%	0.0%	50.0%	25.0%	0.0%	0.0%	0.0%	18.2%
4	F	0	0	0	0	0	3	3
	%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	9.1%
Total	F	1	6	12	8	2	4	33
	%	3.03%	18.18%	36.36%	24.24%	6.06%	12.12%	100.0%
$X^2=32.821$; $p=.005$; $CC=.706$ $p=.005$;								

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

1= we recruit at mid to senior levels; 2 = we recruit from open market and general pool; 3 = we go to all campuses and hire as per our needs; 4 = we do not recruit, but elect and select from HR Practitioners

Comparison amongst the designations amongst the HR Practitioners has revealed that at 69.7% of the HR Practitioners, mentioned that they "we recruit from open market and general pool"; This was followed by 18.2% of the population mentioning "we go to all campuses and hire as per needs" and lastly, the population was of the opinion that "we do not recruit, but elect and select from HR Practitioners" at 9.1%. Chi-square revealed a non significant difference between these groups of frequencies ($X^2=32.821$; $p=.005$), helping to infer that the highest number are from the Deputy Manager HR/ HR Manager / HR consultant levels.

Contingency coefficient revealed that a non-significant association exists ($CC=.706$; $p=.005$), amongst the sets of frequencies, in which the HR Executives opined that "we recruit at mid to senior levels" at 100%. These were followed by HR Officer / Asst manager HR, revealed that at 50% (twice), about "we recruit from open market and general pool" and "we go to all campuses and hire as per our needs" respectively.

Amongst the Deputy Manager HR / HR Manager / HR consultant category at 66.7% and 25% reveals that " we recruit from open market and general pool" and "we go to all campuses and hire as per our needs", respectively. At the level of the Senior Manager / Senior HR Consultant and at the level of Associate Director / Director at 100% there is "we recruit from open market and general pool". At the level of Chairman / EC member / Associate member, have replied with 75% and 25%, with "we do not recruit, but elect and select from HR Practitioners" and "we recruit from open market and general pool".

Table No 4.3.14 : Frequency and percent responses for "B-school experiments" and the results of test statistics

B school ex- periments	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	2	5	2	2	3	14
	%	0.0%	33.3%	41.7%	25.0%	100.0%	75.0%	42.4%
2	F	1	3	3	5	0	1	13
	%	100.0%	50.0%	25.0%	62.5%	0.0%	25.0%	39.4%
3	F	0	1	4	1	0	0	6
	%	0.0%	16.7%	33.3%	12.5%	0.0%	0.0%	18.2%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

$X^2=10.433$; $p=.403$; $CC= .490$ $p=.403$;

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

1= Too many schools / too many experiments with b-schools / Students capacity and maturity levels is a factor; 2 = Poor skills and knowledge levels in faculty / No industry linkage amongst faculty; 3 = TED / Practical Training / Technical inputs must be highlights of good b-schools;

Comparison amongst the designations amongst the HR Practitioners has revealed that at 42.4% of the HR Practitioners, mentioned that they "too many schools / too many experiments with b-schools / students capacity and maturity levels is a factor". This was followed by 39.4% of the population who mentioned that "poor skills and knowledge levels in faculty / no industry linkage amongst HR faculty". Lastly, at 18.2%, HR Practitioners have mentioned that "TED / Practical Training / Technical inputs must be highlights". Chi-square revealed no difference between these groups of frequencies ($X^2=10.433$; $p=.403$), helping to infer that the highest number are from the Deputy Manager HR/ HR Manager / HR consultant, which are considered as a good productive age group, which also has an added edge of reading HR books with an intention of implementing the same in their work place.

Contingency coefficient revealed that no association exists ($CC=.490$; $p=.403$), amongst the different sets of frequencies, as in amongst the HR Executive positions at 100% with "poor skills and knowledge levels in faculty / no industry linkage amongst faculty". Amongst the HR Officer / Asst Manager HR, at 50% and 33.3% for "poor skills and knowledge levels in faculty / no industry linkage amongst faculty" and "too many schools / too many experiments with b-schools / students capacity and maturity levels is a factor".

Amongst the Deputy manager HR / HR Manager / HR consultant category, at 41.7%, 33.3% and 25%, for " too many schools / too many experiments with b-

schools / students capacity and maturity levels is a factor" and "TED / practical training / technical inputs must be highlights of good b-schools" and "poor skills and knowledge levels in faculty / no industry linkage amongst faculty".

In the Senior HR Manager / Senior HR Consultant category, at 61.5% and 25%, for "poor skills and knowledge levels in faculty / no industry linkage amongst faculty" and "too many schools / too many experiments with b-schools / Students capacity and maturity levels is a factor". Amongst the Associate Director HR / Director HR category, at 100%, have replied with "too many schools / too many experiments with b-schools / students capacity and maturity levels is a factor". In the Chairman / EC Member / Associate member category, at 75% and 25%, have replied with "too many schools / too many experiments with b-schools / students capacity and maturity levels is a factor" and "poor skills and knowledge levels in faculty / no industry linkage amongst faculty".

Table No 4.3.15 : Frequency and percent responses for "validity of the dissertation of HR students" and the results of test statistics

Validity of the dissertation of HR Students	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
Almost always	F	0	0	2	0	0	2	4
	%	0.0%	0.0%	16.7%	0.0%	0.0%	50.0%	12.1%
Quite often	F	1	4	5	5	0	2	17
	%	100.0%	66.7%	41.7%	62.5%	0.0%	50.0%	51.5%
Sometimes	F	0	2	3	3	2	0	10
	%	0.0%	33.3%	25.0%	37.5%	100.0%	0.0%	30.3%
Rarely	F	0	0	2	0	0	0	2
	%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	6.1%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
$X^2=17.657$; $p=.281$; $CC=.590$ $p=.281$;								

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations amongst the HR Practitioners has revealed that at 51.5% of the HR Practitioners, observation regarding the dissertations / project work taken up by HR students during their stay in

their respective companies, at 51.5% of the HR Practitioners reveal that the dissertations / project work is 'valid'. This was followed by 30.3% of whom were 'sometimes' valid about the dissertation done. Lastly, at 12.1% of the population, who expressed that the dissertation reports were 'almost always' valid in the content of the work done. Chi-square revealed a non-significant difference between these groups of frequencies ($X^2=17.657$; $p=.281$), helping to infer that the highest number are from the Deputy Manager HR/ HR Manager / HR consultant, which are considered as a good productive age group, which also has an added edge of reading HR books with an intention of implementing the same in their work place.

Contingency coefficient revealed that an Association ($CC=.590$; $p=.281$), amongst the HR Executive at 100% for "quite often". Amongst the HR Officer / Asst manager HR and Deputy Manager HR / HR Manager / HR consultant category, have replied with 66.7%, 41.7% and 33.3%, 25% with "quite often" and "sometimes" respectively. Amongst the Senior HR Manager / Senior HR Consultant category, at 67.5% and 32.5% for "quite often" and "sometimes". In the Associate Director HR / Director HR category, it was at 100% for "sometimes". Amongst the Chairman / EC member / Associate Member category at 50% (twice) is for "quite often" and "rarely".

Table No 4.3.16 : Frequency and percent responses by HR Practitioner respondents working in different institutions for the statement "missing links in HR education" and the results of test statistics

Missing links in HR Education	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	0	1	0	0	0	1
	%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	3.0%
2	F	0	2	6	4	0	0	12
	%	0.0%	33.3%	50.0%	50.0%	0.0%	0.0%	36.4%
3	F	1	2	5	4	2	4	18
	%	100.0%	33.3%	41.7%	50.0%	100.0%	100.0%	54.5%
4	F	0	2	0	0	0	0	2
	%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	6.1%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
$X^2=17.875$; $p=.269$; $CC=.593$; $p=.269$;								

1= Theory takes out other essentials / PPTs and other activities not needed / basics are more and less of Advanced concepts; 2 = Theory and practice link is missing / Walk the talk / Students need hands on practice; 3 = Lack of industry linkage - Current; 4 = Teaching Learning Process (TLP) is in action, but is totally missing / How to enter and stay in industry

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations amongst the HR Practitioners has revealed that at 54.5% of the HR Practitioners, are of the opinion that "theory takes out other essentials / PPTs and other activities not needed / basics are more and less of advanced concepts". This was followed by "theory and practice link is missing / walk the talk / students need hands on practice" at 36.4% of the HR Practitioners. Lastly, at 6.1% of the HR Practitioners, observed that "TLP is in action, but is totally missing / how to enter and stay in industry"; are the missing links in HR education of today. Chi-square revealed a non-significant difference between these groups of frequencies ($X^2=17.657$; $p=.269$), helping to infer that the highest number are from the Deputy Manager HR/ HR Manager / HR consultant, which are considered as a good productive age group, which also has an added edge of reading HR books with an intention of implementing the same in their work place.

Contingency coefficient revealed that a non-significant association ($CC=.590$; $p=.269$), amongst these groups of frequencies, in which the HR Executives at 100% are with "lack of industry linkage - current. Amongst the HR Officer / Asst manager HR, have replied with 33.3% (thrice), at "theory and practice link is missing / walk the talk / students need hands on practice" and "lack of industry linkage - Current" and "TLP is in action, but is totally missing / How to enter and stay in industry"

In the Deputy Manager HR / HR Manager / HR consultant category and also Senior HR Manager / Senior HR Consultant category, at 50% each and 41.7% and 50%, for "theory and practice link is missing / walk the talk / students need hands on practice" and "lack of industry linkage" respectively. In the Associate Director HR / Director HR and Chairman / EC Member / Associate member, category, at 100% each, for "lack of industry linkage - current" respectively.

Table No 4.3.17 : Frequency and percent responses for "issues not stressed by HR education" and the results of test statistics

Not stressed upon by HR Education	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	0	4	1	0	0	5
	%	0.0%	0.0%	33.3%	12.5%	0.0%	0.0%	15.2%
2	F	0	6	6	5	2	2	21
	%	0.0%	100.0%	50.0%	62.5%	100.0%	50.0%	63.6%
3	F	1	0	2	2	0	2	7
	%	100.0%	0.0%	16.7%	25.0%	0.0%	50.0%	21.2%
Total	F	1	6	12	8	2	4	33

	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
X ² =13.750; p=.185; CC= .542; p=.185;								

1 = Clarity of practice of relevant concepts in the field / Field work is not stressed; 2 = The application of concepts to field and scenarios / during TLP concept application is to be stressed - reinforced; 3 = Bridge and Balance - Theoretical concepts and relevant practice needs of the industry

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations amongst the HR Practitioners has revealed that at 63.6% of the HR Practitioners, who have observed that "the application of concepts to field and scenarios / during TLP concept application is to be stressed - reinforced". This was followed by " Bridge and Balance - Theoretical concepts and relevance practice needs of the industry" at 21.2%. Lastly, at 15.2%, HR Practitioners have opined that "clarity of practice of relevant concepts in the field / Field work is not stressed". Chi-square revealed a non-significant difference between these groups of frequencies (X²=13.750; p=.185), helping to infer that the highest number are from the Deputy Manager HR / HR Manager / HR consultant, which are considered as a good productive age group, which also has an added edge of reading HR books with an intention of implementing the same in their work place.

Contingency coefficient revealed that a non-significant association exists (CC=.542; p=.185), amongst these groups of frequencies, as in amongst the HR Executives, at 100%, for "Bridge and Balance - Theoretical concepts and relevant practice needs of the industry". Amongst the HR Officer / Asst manager HR, at 100% with "The application of concepts to field and scenarios / during TLP concept application is to be stressed - reinforced". Amongst the Deputy Manager HR / HR Manager / HR consultant, at 50% and 33.3% have replied with "The application of concepts to field and scenarios / during TLP concept application is to be stressed - reinforced" and "Clarity of practice of relevant concepts in the field / Field work is not stressed".

Amongst the Senior HR Manager / Senior HR Consultant category, at 62.5% and 25%, for "The application of concepts to field and scenarios / during TLP concept application is to be stressed - reinforced and "Bridge and Balance - Theoretical concepts and relevant "needs of the industry". In the Associate Director / Director category, at 100% have replied with "the application of concepts to field and scenarios / during TLP concept application is to be stressed - reinforced". Lastly amongst the Chairman / EC Member / Associate Member, at 50% each, for "the application of concepts to field and scenarios / during TLP concept application is to be stressed - reinforced" and "bridge and balance - Theoretical concepts and relevant practice needs of the industry".

Table No 4.3.18 : Frequency and percent responses for "HR knowledge" and the results of test statistics

HR Knowledge	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	0	1	0	0	0	1
	%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	3.0%
2	F	0	0	4	0	0	0	4
	%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	12.1%
3	F	0	0	4	0	0	0	4
	%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	12.1%
4	F	0	2	0	2	2	0	6
	%	0.0%	33.3%	0.0%	25.0%	100.0%	0.0%	18.2%
5	F	1	0	1	2	0	4	8
	%	100.0%	0.0%	8.3%	25.0%	0.0%	100.0%	24.2%
6	F	0	0	0	1	0	0	1
	%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	3.0%
7	F	0	4	2	3	0	0	9
	%	0.0%	66.7%	16.7%	37.5%	0.0%	0.0%	27.3%
Total	F	1	6	12	8	2	4	33
	%	3.03%	18.18%	36.36%	24.24%	6.06%	12.12%	100.0%
CC= .542; p=.185; X ² =13.750; p=.185								

1 = Must match the needs of the sector / 80% practice and 20% theory as component; 2 = As per the market needs, knowledge levels to be updated / Deep grounding in practice of HR concepts; 3 = In-depth application of concepts to the field / to have more practice; 4 = Areas like - LD / PMS / Cross Cultural issues are important; 5 = theory concepts are to be given as background reading at students convenience; 6 = SAP HR / Workforce diversity / Leadership; 7 = Teach only what is needed / Need is more to practice in field, so as to develop skills

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations amongst the HR Practitioners has revealed the issue of HR knowledge being imparted to HR students had the ob-

servations, that at 27.3% had the issue of "Teach only what is need / Need is more to practice in field to develop knowledge". This was followed by 24.2% of the population opining that "theory concepts are to be given as background reading at students convenience". Lastly, at 18.2% of the population opining that "areas like - LD / PMS / Cross Cultural issues are important". Chi-square revealed a non-significant difference between these groups of frequencies ($X^2=13.750$; $p=.185$), helping to infer that the highest number are from the Deputy Manager HR / HR Manager / HR consultant, which are considered as a good productive age group, which also has an added edge of reading HR books with an intention of implementing the same in their work place.

Contingency coefficient revealed that no association ($CC=.542$; $p=.185$) exists amongst these sets of frequencies as revealed by HR Executive at 100% with "theory concepts are to be given as background reading at students convenience". This is followed by the HR Officer / Asst manager HR category at 66.7% and 33.3% for "teach only what is needed / need is more to practice in field, so as to develop skills" and " Areas like - LD / PMS / Cross Cultural issues are important" respectively.

Amongst the Deputy Manager HR / HR Manager / HR consultant category, at 33.3% (twice) for "as per the market needs, knowledge levels to be updated / deep grounding in practice of HR concepts" and "In-depth application of concepts to the field / to have more practice" and 16.7% for "teach only what is needed / need is more to practice in field, so as to develop skills".

Amongst the Senior HR Manager / Senior HR Consultant category, at 37.5% for "teach only what is needed / need is more to practice in field, so as to develop skills" and at 25% (twice) for "Areas like - LD / PMS / Cross Cultural issues are important" and "theory concepts are to be given as background reading at students convenience" respectively.

Amongst the Associate Director HR / Director HR category, at 100%, for "Areas like - LD / PMS / Cross Cultural issues are important". In the Chairman / EC Member / Associate member category, at 100% for "theory concepts are to be given as background reading at students convenience".

Table No 4.3.19 : Frequency and percent responses for "issues pertaining to entry into the HR program" and the results of test statistics

Issues pertaining to entry into the HR Program	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	1	2	11	5	0	4	23
	%	100.0%	33.3%	91.7%	62.5%	0.0%	100.0%	69.7%
2	F	0	0	1	0	0	0	1
	%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	3.0%
3	F	0	2	0	2	2	0	6
	%	0.0%	33.3%	0.0%	25.0%	100.0%	0.0%	18.2%
4	F	0	2	0	1	0	0	3

	%	0.0%	33.3%	0.0%	12.5%	0.0%	0.0%	9.1%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
CC= .641; p=.085; X ² = 22.957; p=.085								

1= 1-2 years mandated work exp to be basis of Mgmt degree admission / work exp helps to appreciate HR program; 2 = choose students with better language, analytical and reasoning skills; 3 = Get students (who are currently working in the industry); 4 = Get basic grounding in English and Maths / Concepts teaching at 20% and Practice at 80% / Have bridge program in English and Maths

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations amongst the HR Practitioners has revealed that at 69.7% of the HR Practitioners, who have observed that "1-2 years mandated work exp to be basis of Mgmt degree admission / work exp helps to appreciate HR program". This was followed by 18.2% of the population opining that "get students (who are currently working in the industry)". Lastly, at 9.1% of the population, observed "get basic grounding in English and Maths / Concepts teaching at 20% and Practice at 80% / Have bridge program in English and Maths". Chi-square revealed a non-significant difference between these groups of frequencies (X²=22.957; p=.085), helping to infer that the highest number are from the Deputy Manager HR / HR Manager / HR consultant, which are considered as a good productive age group, which also has an added edge of reading HR books with an intention of implementing the same in their work place.

Contingency coefficient revealed that a non-significant association between the groups of frequencies (CC=.542; p=.185), thus helping us to understand that amongst the HR Executive at 100% for "1-2 years mandated work exp to be basis of Mgmt degree admission / work experience helps to appreciate HR program".

Amongst the HR Officer / Asst Manager HR category, at 33.3% (thrice), for "1-2 years mandated work exp to be basis of Mgmt degree admission / work exp helps to appreciate HR program", "get students (who are currently working in the industry)" and "get basic grounding in English and Maths / Concepts teaching at 20% and Practice at 80% / Have bridge program in English and Maths " respectively.

Amongst the Deputy Manager HR / HR Manager / HR consultant category, at 91.7% have replied with "1-2 years mandated work exp to be basis of Mgmt degree admission / work exp helps to appreciate HR program". In the category of Senior HR Manager / Senior HR Consultant, at 62.5% and 25%, for "1-2 years mandated work exp to be basis of Management degree admission / work exp helps to appreciate HR program" and "get students (who are currently working in the industry)" respectively. Amongst the Associate Director HR / Director HR category, at 100% for "get students (who are currently working in the industry)". In the Chairman / EC Member / others, at 100% for "2 years mandated work exp to be basis of Management degree admission / work exp helps to appreciate HR program".

Table No 4.3.20 : Frequency and percent responses for "HR subjects that need to be taught / recommended" and the results of test statistics

HR subjects	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	2	1	0	0	0	3
	%	0.0%	33.3%	8.3%	0.0%	0.0%	0.0%	9.1%
2	F	1	0	7	2	0	4	14
	%	100.0%	0.0%	58.3%	25.0%	0.0%	100.0%	42.4%
3	F	0	4	4	6	2	0	16
	%	0.0%	66.7%	33.3%	75.0%	100.0%	0.0%	48.5%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

$X^2= 19.496$; $p=.034$; $CC= .609$; $p=.034$;

1=Learning and Development (L&D / Employee Engagement / Compensation and Benefits (C&B) / Industrial Relations; 2= Technology and IT based HR subjects / HR Analytics / SAP HR; 3 = HR Audit / Leadership / Talent Management / Strategic HR

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations amongst the HR Practitioners has revealed that at 48.5% of the HR Practitioners, who have observed that "HR Audit / Leadership / Talent Management / Strategic HR" are the foremost subjects that have to be taught to HR students. This was followed by 42.4% of the population informing that "technology and IT based HR subjects / HR Analytics / SAP HR". Lastly, at 9.1% of the population observed that "L&D / Employee Engagement / C&B / IR". Chi-square revealed a non-significant difference between these groups of frequencies ($X^2=19.496$; $p=.034$), helping to infer that the highest number are from the Deputy Manager HR / HR Manager / HR consultant, which are considered as a good productive age group, which also has an added edge of reading HR books with an intention of implementing the same in their work place.

Contingency coefficient revealed that a non-significant association exists ($CC=.609$; $p=.034$), amongst the sets of frequencies, as inferred by the HR Executives at 100% for "Technology and IT based HR subjects / HR Analytics / SAP HR". This was followed by HR Officer / Asst manager HR, at 66.7% and 33.3%, for " HR Audit / Leadership / Talent Management / Strategic HR" and " L&D / Employee Engagement / C&B / IR".

Amongst the Deputy Manager HR / HR Manager / HR consultant, at 58.3% and 33.3% for " Technology and IT based HR subjects / HR Analytics / SAP HR" and "HR Audit / Leadership / Talent Management / Strategic HR". In the Senior HR Manager / Senior HR Consultant at 75% and 25%, have replied with

"HR Audit / Leadership / Talent Management / Strategic HR" and "Technology and IT based HR subjects / HR Analytics / SAP HR".

Amongst the Associate Director HR / Director HR category, at 100% for " HR Audit / Leadership / Talent Management / Strategic HR. Lastly, amongst the Chairman / EC Member / Associate member category, at 100% for " Technology and IT based HR subjects / HR Analytics / SAP HR".

Table No 4.3.21 : Frequency and percent responses for "HR areas of knowledge, skills and attitude to be developed in the next five years" and the results of test statistics

HR areas of Knowledge, Skills and attitude to be developed in the next five years	F and %	Designation of the HR Practitioners						Total
		a	b	c	d	e	f	
1	F	0	0	5	0	0	0	5
	%	0.0%	0.0%	41.7%	0.0%	0.0%	0.0%	15.2%
2	F	0	2	0	2	2	0	6
	%	0.0%	33.3%	0.0%	25.0%	100.0%	0.0%	18.2%
3	F	0	2	1	1	0	0	4
	%	0.0%	33.3%	8.3%	12.5%	0.0%	0.0%	12.1%
4	F	1	2	6	5	0	4	18
	%	100.0%	33.3%	50.0%	62.5%	0.0%	100.0%	54.5%
Total	F	1	6	12	8	2	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

$X^2= 27.003$; $p=.029$; $CC= .671$; $p=.029$;

1= Advanced Learning & Development / Compensation and Benefits / Talent Management / Performance Management System / Workplace diversity; 2 = Update knowledge of the subject concerned for work; 3 = Faculty exposure to the industrial sector is must / exposure as per the needs of faculty; 4 = SAP - HR / IT based HR courses to be taken up

a = HR Executive; b = HR Officer / Asst manager HR; c = Deputy manager HR / HR Manager / HR consultant; d = Senior HR Manager / Senior HR Consultant; e = Associate Director HR / Director HR; f = Chairman / EC Member / Associate member of HR Professional Association

Comparison amongst the designations amongst the HR Practitioners has revealed that at 54.5% of the HR Practitioners, who have observed that "SAP - HR / IT based HR courses to be taken up". This was followed by 18.2% of the population opining that "Update knowledge of the subject concerned for work". Lastly, at 15.2% of the population have opined that "Advanced L&D / Compensation and Benefits / Talent Mgmt / PMS / Workplace diversity" are the knowledge, skill sets and attitudes to be developed in the HR personnel

and assumes importance in the coming decade. Chi-square revealed a non-significant difference between these groups of frequencies ($X^2=27.003$; $p=.029$), helping to infer that the predominant HR areas preferred by HR Practitioners are "SAP - HR / IT based HR courses to be taken up" not only to enter the industry, but also to grow and evolve.

Contingency coefficient revealed that a non-significant association ($CC=.671$; $p=.029$), between the sets of frequencies, as in by the HR Executive category at 100% for "SAP - HR / IT based HR courses to be taken up". Amongst the HR Officer / Asst Manager HR category at 33.3% (thrice) for "Update knowledge of the subject concerned for work" and "Faculty exposure to the industrial sector is must / exposure as per the needs of faculty" and "SAP - HR / IT based HR courses to be taken up" respectively.

Amongst the Deputy Manager HR / HR Manager / HR consultant category, at 50% and 41.7%, for "SAP - HR / IT based HR courses to be taken up" and "Advanced L&D / Compensation and Benefits / Talent Management / PMS / Workplace diversity" respectively. In the Senior HR Manager / Senior HR Consultant category, at 62.5% and 25% for "SAP - HR / IT based HR courses to be taken up" and "update knowledge of the subject concerned for work" respectively.

Amongst the Associate Director HR / Director HR, at 100% "Update knowledge of the subject concerned for work". Lastly amongst the Chairman / EC Member / Associate member at 100% for "SAP - HR / IT based HR courses to be taken up".

b. Type of Organization

Table No 4.3.22 : Frequency and percent responses for "previous work experience sought in graduating HR students" and the results of test statistics

Previous work experience in HR students	F and %	Type of the Organization										Total
		1	2	3	4	5	6	7	8	9	10	
a	F	1	2	0	0	0	1	1	0	0	4	9
	%	9.1%	40.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%	27.3%
b	F	10	1	2	1	0	0	1	1	1	0	17
	%	90.9%	20.0%	50.0%	100.0%	0.0%	0.0%	50.0%	50.0%	100.0%	0.0%	51.5%
c	F	0	0	1	0	0	0	0	0	0	0	1
	%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%
d	F	0	2	1	0	1	1	0	1	0	0	6

	%	0.0%	40.0%	25.0%	0.0%	100.0%	50.0%	0.0%	50.0%	0.0%	0.0%	18.2%
Total	F	11	5	4	1	1	2	2	2	1	4	33
	%	33.33	15.15	12.12	3.03	3.03	6.06	6.06	6.06	3.03	12.12	100.0
X ² = 39.425 ; p=.000; CC=.738; p=.000												

1= Manufacturing; 2 = IT; 3 = ITeS; 4 = BFSI; 5 = Retail; 6 = Beverages / Hospitality / Group ; 7 = Consultancy; 8 = Pharmaceutical; 9 = Aerospace ; 10 = HR Professional body

a= NA; b = If they have some experience in HR area, it is good / any functional area is ok; c = Recruitment & Selection / Performance Management System experience will be good to have; d = Learning and Development / Recruitment and Selection / HR General work would be good too

Comparison amongst the types of the organizations in which the HR Practitioners are working, has revealed that at 51.5%, HR Practitioners preferred recent passed HR postgraduates and opined that "If they have some experience in HR area, it is good / any functional area is ok"; This was followed by 27.3% of the HR Practitioners informing that it is not a must that the HR graduates must be in possession of a valid HR based work experience. Lastly, at 18.2%, have replied with "LD / RS / HR general work would be good too" in the newly passed HR postgraduate. Chi-square revealed a difference between these groups of frequencies (X²=39.425; p=.000), helping to infer that the highest number of HR Practitioners are from the manufacturing sector, which are considered as a good learning ground, having both the work issues handling people and also the application of technology based HR systems.

Contingency coefficient revealed that a significant association exists amongst the frequencies (CC=.738; p=.000), indicating that in the manufacturing sector, at 90.9% we observe the comment "If they have some experience in HR area, it is good / any functional area is ok". Amongst those in the IT sector, at 40% (twice) and 20%, we observe the comment "not applicable" and "LD / RS / HR General work would be good too", along with "If they have some experience in HR area, it is good / any functional area is ok" is observed. In the ITeS sector, we observe scores at 50% and 25% (twice), comments like "If they have some experience in HR area, it is good / any functional area is ok" and "R&S / PMS experience will be good to have" and "LD / RS / HR General work would be good too". Amongst those in the BFSI, Pharmaceuticals, Aerospace and Consultancy sectors, we observe scores at 100% for "If they have some experience in HR area, it is good / any functional area is ok". Amongst those in Retail, and Beverages, we observe scores at 100%, for " LD / RS / HR General work would be good too". Thus, the core HR competency that is widely accepted across any kind of sector is " If they have some experience in HR area, it is good / any functional area is ok".

Table No 4.3.23 : Frequency and percent responses for "Benchmark of a standard b-school" and the results of test statistics

Benchmark of a standard b-school	F and %	Type of Organization										Total
		1	2	3	4	5	6	7	8	9	10	
2,3,4,5 and 6	F	5	2	1	1	1	0	0	0	0	0	10
	%	45.5 %	40.0 %	25.0 %	100.0 %	100.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	30.3 %
1,2 and 3	F	5	2	3	0	0	1	1	1	1	4	18
	%	45.5 %	40.0 %	75.0 %	0.0 %	0.0 %	50.0 %	50.0 %	50.0 %	100 %	100 %	54.5 %
3,4 and 5	F	1	1	0	0	0	1	1	1	0	0	5
	%	9.1 %	20.0 %	0.0 %	0.0 %	0.0 %	50.0 %	50.0 %	50.0 %	0.0 %	0.0 %	15.2 %
Total	F	11	5	4	1	1	2	2	2	1	4	33
	%	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %	100 %
$X^2= 18.060$; $p=.452$; $CC=.595$; $p=.452$;												

1= Manufacturing; 2 = IT; 3 = ITeS; 4 = BFSI; 5 = Retail; 6 = Beverages / Hospitality / Group ; 7 = Consultancy; 8 = Pharmaceutical; 9 = Aerospace ; 10 = HR Professional body

1 = Course of study; 2 = Quality Accreditation Status; 3 = Prestigious Faculty; 4 = Low student to faculty ratio; 5 = Facilities/ Resources; 6 = Job placement of graduates

Comparison amongst the types of industries / companies has revealed that at 54.5% of the HR Practitioners, preferred "course of study; quality accreditation status; and prestigious Faculty" as the most important set of parameter of benchmarking the standard of a B-school. This was followed by 30.3% of the HR Practitioner population inferring that "quality accreditation status; prestigious faculty; low student to faculty ratio; facilities / resources; and job placement of graduates" as the second set of important parameters; lastly, at HR Practitioners at 15.2%, have mentioned the "prestigious faculty; low student to faculty ratio; and facilities / resources" as the third important set of parameters of benchmarking the standard of a B-school. Chi-square revealed no difference between these groups of frequencies ($X^2=18.060$; $p=.452$).

Contingency coefficient revealed that a non-significant association exists ($CC=.595$; $p=.452$), between the groups of frequencies, where in amongst the HR Practitioners in the Manufacturing, IT and ITeS sector, the preference

was for "quality accreditation status; prestigious faculty; low student to faculty ratio; facilities / resources; job placement of graduates" and "course of study; quality accreditation status; prestigious faculty" at 45.5%, 40% and 25% and at 45.5%, 40% and 75% respectively.

Amongst the HR Practitioners in the BFSI and Retail sector, the preference was for "quality accreditation status; prestigious faculty; low student to faculty ratio; facilities/ resources; and job placement of graduates" at 100% respectively. Amongst the HR Practitioners in the Beverages - Hospitality Sector, Consultancy Sector and Pharmaceutical Sector, the preference was for "course of study; quality accreditation status; and prestigious faculty" and "prestigious faculty; low student to faculty ratio; and facilities / resource" at 50% each respectively.

Amongst those in the Aerospace and HR Professional bodies, the preference was for "course of study; quality accreditation status; and prestigious faculty" at 100%. We could infer that the highest number of HR Practitioners are from the manufacturing sector, which are considered as a good learning ground, having both the work issues handling people and also the application of technology based HR systems.

b. Age group, work experience, educational qualification and gender

Table No 4.3.24 : Frequency and percent responses for "core HR competency amongst the HR Practitioners" and the results of test statistics

Core HR Competency	F and %	Age group of the HR Practitioners						Total
		28 to 32 years	33 to 37 years	38 to 42 years	43 to 47 years	48 to 52 years	53 + years	
1	F	0	0	1	1	1	0	3
	%	0.0%	0.0%	9.1%	25.0%	50.0%	0.0%	9.1%
2	F	0	0	5	2	0	3	10
	%	0.0%	0.0%	45.5%	50.0%	0.0%	100.0%	30.3%
3	F	2	2	1	1	0	0	6
	%	25.0%	40.0%	9.1%	25.0%	0.0%	0.0%	18.2%
4	F	4	2	0	0	1	0	7
	%	50.0%	40.0%	0.0%	0.0%	50.0%	0.0%	21.2%
5	F	0	1	3	0	0	0	4
	%	0.0%	20.0%	27.3%	0.0%	0.0%	0.0%	12.1%
6	F	2	0	1	0	0	0	3
	%	25.0%	0.0%	9.1%	0.0%	0.0%	0.0%	9.1%
Total	F	8	5	11	4	2	3	33
	%	24.24%	15.15%	33.33%	12.12%	6.06%	9.09%	100.0%

$X^2= 36.432$; $p=.065$; $CC=.724$; $p=.065$

1= Core and general HR knowledge / Industry specific HR skill set / Attitude - humble and honest / Decision making / problem solving; 2 = Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge; 3 = Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA (Corrective Action Preventive Action); 4 = connect with business and people / Knowledge, Skill and Attitudes (KSA) of HR / Technology and numbers / exposure to all industry; 5 = Command over language / Tech savvy / in touch with latest happenings in market / Talent mgmt / Futuristic Learning and Development (L & D) practice; 6 = problem solving / positive aggression / ability to complete the work / loop and cover it end to end / Channelizing of work

Comparison amongst the age groups has revealed that indicating that at 30.3%, the HR Practitioners' had the highest level of skill sets with "office skills / soft skills / Adaptability / quickly learn / connect to people and process / advanced knowledge". This was followed by 21.2% of the population with "connect with business and people / KSA of HR / technology and numbers / exposure to all industry" as the second highest level of skill set. Lastly, at 18.2%, being the third highest level of skill set amongst the HR Practitioners had "passionate about HR / need for human touch / skill to deal with numbers and process / CAPA". Chi-square revealed no difference between these groups of frequencies ($X^2=36.432$; $p=.065$), helping to infer that the highest number are from the 38 to 42 years of age groups, which are considered as a good productive age group, which has both the work experience and skill sets, the drive to achieve and forms the balance between the youngsters who come into the industry (fresh from b-schools) on the one hand and the senior professionals on the other hand.

Contingency coefficient revealed that a non significant association exists amongst the frequencies ($CC=.724$; $p=.065$), at the 23 to 28 years age group level, the core HR competency is at 50% and 25%, i.e., "connect with business and people / KSA of HR / technology and numbers / exposure to all industry", "problem solving / positive aggression / ability to complete the work / loop and cover it end to end / channelizing of work" and "Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA". In the age group of 33 to 37 years, HR core competency is at 40% (twice) and 20%, i.e., "Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA"; "connect with business and people / KSA of HR / Technology and numbers / exposure to all industry"; and "Command over language / Tech savvy / in touch with latest happenings in market / Talent mgmt / Futuristic LD practice", respectively

Amongst the age group of 38 to 42 years, HR core competency is at 45.5% and 27.3%, i.e., "office skills / soft skills / adaptability / quickly learn / connect to people and process / Advanced knowledge" and "command over language / Tech savvy / in touch with latest happenings in market / talent management / futuristic Learning and Development practice", respectively. In the age group of 43 to 47 years, HR core competency lies at 50% and 25% (twice), i.e., "office skills / soft skills / adaptability / quickly learn / connect to people and process / advanced knowledge" and "core and general HR knowledge / industry specific HR skill set / attitude - humble and honest / decision making / problem solving" and "passionate about HR / need for human touch / skill to deal with numbers and process / CAPA". Amongst the 48 to 52 years age group, the HR core competency lies at 50% (twice), i.e., "core and general HR knowledge / industry specific HR skill set / attitude - humble and honest / decision making / problem solving" and "connect with business and people / KSA of HR / Technology and numbers / exposure to all industry". In the 53+ years age group the HR core competency completely lies at "office skills / soft skills / adaptability / quickly

learn / connect to people and process / advanced knowledge". Thus, the HR core competency is the ability to develop and use "office skills / soft skills / adaptability / quickly learn / connect to people and process / advanced knowledge", to the best of one's knowledge and ability.

Work Experience

Table No 4.3.25 : Frequency and percent responses for "changes in the HR field" and the results of test statistics

Changes in HR field	F and %	Work experience of the HR Academicians						Total
		a	b	c	d	e	f	
1	F	0	2	1	1	0	0	4
	%	0.0%	20.0%	14.3%	33.3%	0.0%	0.0%	12.1%
2	F	1	2	4	0	0	2	9
	%	16.7%	20.0%	57.1%	0.0%	0.0%	50.0%	27.3%
3	F	3	4	2	2	3	0	14
	%	50.0%	40.0%	28.6%	66.7%	100.0%	0.0%	42.4%
4	F	0	2	0	0	0	2	4
	%	0.0%	20.0%	0.0%	0.0%	0.0%	50.0%	12.1%
5	F	2	0	0	0	0	0	2
	%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%
Total	F	6	10	7	3	3	4	33
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

$X^2=29.772$; $p=.074$; $CC=.689$; $p=.074$;

1= HRD - HRM / Training and Development - Learning and Development / Recruiting practice / compensation / HR work is tech based; 2 = Technology in HR / Numbers in HR / Many new HR techniques and process have come up; 3 = More jargons / concepts / techniques / Titles and designations / concept of HR business partner; 4 = People's change perception of HR practices / Documentation / Laws and regulations have changed; 5 = HR has become fast and monotonous / concepts, processes have changed / HR has become agile and fast

a = 0 - 5 yrs; b = 6 to 10 yrs; c = 11 to 15 yrs; d = 16 to 20 yrs; e = 21 -25 yrs; f = 26 + yrs

Comparison amongst the work experience based age groups of the HR Practitioners has revealed that the largest group at 42.4% of the HR Practitioners, mentioned the changes in HR scenario as "More jargons / concepts / techniques / Titles and designations / concept of HR business partners". This was followed by 27.3% of the population mentioning "technology in HR /

numbers in HR / many new HR techniques and process have come up". These were followed by "HRD - HRM / TD - LD / Recruiting practice / compensation / HR work is tech based" and "people's change perception of HR practices / document / Laws and regulations have changed" at 12.% each. Chi-square revealed a non-significant difference between these groups of frequencies ($X^2=29.772$; $p=.074$), helping to infer that the largest group of HR Practitioners are from the 6 to 10 years of work experience group; followed by other groups.

Contingency coefficient revealed that a non-significant association exists ($CC=.689$; $p=.074$) amongst the sets of frequencies, in which the HR Practitioners with 0 to 5 years group mentioned the changes at 50% and 33.3% for "More jargons / concepts / techniques / Titles and designations / concept of HR business partner" and "HR has become fast and monotonous / concepts, processes have changed / HR has become agile and fast" respectively.

Amongst those in which the HR Practitioners with 6 to 10 years group mentioned the changes at 40% and 20% (thrice) for "more jargons / concepts / techniques / Titles and designations / concept of HR business partner" and "HRD - HRM / TD - LD / Recruiting practice / compensation / HR work is tech based" and Technology in HR / Numbers in HR / Many new HR techniques and process have come up" and "people's change perception of HR practices / document / laws and regulations have changed".

Amongst those in which the HR Practitioners with 11 to 15 years group mentioned the changes at 57.1% and 28.6%, for "technology in HR / numbers in HR / many new HR techniques and process have come up" and "more jargons / concepts / techniques / titles and designations / concept of HR business partner" respectively. Amongst those in which the HR Practitioners with 16 to 20 years group mentioned the changes at 66.7% and 33.3%, for "more jargons / concepts / techniques / titles and designations / concept of HR business partner" and "HRD - HRM / Training Development - Learning and Development / Recruiting practice / compensation / HR work is technology based" respectively.

Amongst those in which the HR Practitioners with 21 to 25 years group mentioned the changes at 100% for "more jargons / concepts / techniques / titles and designations / concept of HR business partner". Lastly at the 26+ years group mentioned the changes at 50% each for "technology in HR / numbers in HR / many new HR techniques and process have come up" and "people's change perception of HR practices / document / laws and regulations have changed" respectively.

Educational Qualification

Table No 4.3.26 : Frequency and percent responses by HR Practitioner respondents working in different institutions for the statement "HR Knowledge" and the results of test statistics

HR knowledge	F and %	Educational Qualification of the HR Practitioner					Total
		MBA	PGDM	MBA and PhD	MSW	MSW and PhD	
1	F	0	0	1	0	0	1
	%	0.0%	0.0%	100.0%	0.0%	0.0%	3.0%
2	F	1	1	0	2	0	4
	%	5.6%	25.0%	0.0%	22.2%	0.0%	12.1%
3	F	3	0	0	1	0	4

	%	16.7%	0.0%	0.0%	11.1%	0.0%	12.1%
4	F	3	0	0	2	1	6
	%	16.7%	0.0%	0.0%	22.2%	100.0%	18.2%
5	F	4	3	0	1	0	8
	%	22.2%	75.0%	0.0%	11.1%	0.0%	24.2%
6	F	1	0	0	0	0	1
	%	5.6%	0.0%	0.0%	0.0%	0.0%	3.0%
7	F	6	0	0	3	0	9
	%	33.3%	0.0%	0.0%	33.3%	0.0%	27.3%
Total	F	18	4	1	9	1	33
	%	54.54	12.12	3.03	27.27	3.03	100.0%
$X^2=48.163$; $p=.002$; $CC=.770$; $p=.002$;							

1 = must match the needs of the sector / 80% practice and 20% theory as component; 2 = As per the market needs, knowledge levels to be updated / Deep grounding in practice of HR concepts; 3 = In-depth application of concepts to the field / to have more practice; 4 = Areas like - LD / PMS / Cross Cultural issues are important; 5 = theory concepts are to be given as background reading at students convenience; 6 = SAP HR / Workforce diversity / Leadership; 7 = Teach only what is need / Need is more to practice in field to develop knowledge

Comparison amongst the designations amongst the HR Practitioners has revealed that at 27.3%, 24.2% and 18.2%, for "teach only what is need / need is more to practice in field to develop knowledge", followed by " theory concepts are to be given as background reading at students convenience" and "areas like - LD / PMS / Cross Cultural issues are important". Lastly at 12.1% (twice), for "as per the market needs, knowledge levels to be updated / Deep grounding in practice of HR concepts" and "In-depth application of concepts to the field / to have more practice". Chi-square revealed a difference between these groups of frequencies ($X^2=48.163$; $p=.002$), helping to infer that HR Practitioners are of the opinion that teach only what is need / Need is more to practice in field to develop knowledge, to the HR students.

Contingency coefficient revealed that a no association ($CC=.770$; $p=.002$) exists amongst the groups of frequencies, amongst the HR Practitioners, who have observed regarding the issue of HR knowledge being imparted to HR students had the observations, that at those HR Practitioners with MBA as their educational category with 33.3% for "teach only what is needed / Need is more to practice in field to develop knowledge, to the HR students", followed by 22.2% for "theory concepts are to be given as background reading at students convenience" and lastly at 16.7% (twice) for "In-depth application of concepts to the field / to have more practice" and "areas like - LD / PMS / Cross Cultural issues are important " respectively.

Amongst those HR Practitioners with PGDM as their qualification have opined that at 75% with "theory concepts are to be given as background reading at students convenience", followed by 25% with "as per the market needs, knowledge levels to be updated / Deep grounding in practice of HR concepts".

In the category of HR Practitioners having MBA and PhD as their qualification, have opined that at 100% with "must match the needs of the sector / 80% practice and 20% theory as component". Amongst those HR Practitioners having MSW only, have mentioned that at 33.3% with "Teach only what is need / Need is more to practice in field to develop knowledge" and 22.2% (twice) with "As per the market needs, knowledge levels to be updated / Deep grounding in practice of HR concepts; Areas like - LD / PMS / Cross Cultural issues are important". In the category of those HR Practitioners having MSW and PhD have mentioned that at 100% with " Areas like - LD / PMS / Cross Cultural issues are important".

Gender

Table No 4.3.27 : Frequency and percent responses for "core HR competency" and the results of test statistics

Core HR Competency	F and %	Gender		Total	Tests Statistics
		Male	Female		
1	F	2	1	3	$X^2= 47.36;$ $p=.449$ $CC=.354;$ $p=.449$
	%	9.1%	9.1%	9.1%	
2	F	6	4	10	
	%	27.3%	36.4%	30.3%	
3	F	5	1	6	
	%	22.7%	9.1%	18.2%	
4	F	3	4	7	
	%	13.6%	36.4%	21.2%	
5	F	4	0	4	
	%	18.2%	0.0%	12.1%	
6	F	2	1	3	
	%	9.1%	9.1%	9.1%	
Total	F	22	11	33	
	%	66.7%	33.3%	100.0%	

1= Core and general HR knowledge / Industry specific HR skill set / Attitude - humble and honest / Decision making / problem solving; 2 = Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge; 3 = Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA (Corrective Action Preventive Action); 4 = connect with business and people / KSA of HR / Technology and numbers / exposure to all industry; 5 = Command over lan-

guage / Tech savvy / in touch with latest happenings in market / Talent mgmt / Futuristic LD practice; 6 = problem solving / positive aggression / ability to complete the work / loop and cover it end to end / Channelizing of work

Gender wise comparison of the HR Practitioners have revealed that at 30.3% of the HR Practitioners, have replied that the highest core competency is seen in "Office skills / soft skills / Adaptability / Quickly learn / Connect to People and Process / Ability to develop Advanced HR knowledge'. This was followed by 21.2% of the HR Practitioners with "Connect with business and people / KSA of HR / Expertise in Technology and Numbers needed / Exposure to all types of Industries". Lastly with 18.2% of the HR Practitioners with "Passionate about HR / Need for human touch / Skill to deal with Numbers and Process in HR / Application and follow up of CAPA". Other competencies came in at 12.1% with "Command over languages / Tech savvy / In-touch with latest happenings in Market / Expertise in Talent Management". Chi-square test revealed no difference between these groups of frequencies ($X^2=47.36$; $p=.449$), which helps us to infer that this is non-significant.

Further, Contingency coefficient revealed that a non significant association amongst the groups of frequencies ($CC=.354$; $p=.449$), indicating that amongst male HR Practitioners at highest of 27.3%, 22.7% and 18.2%, and lowest at the "Office skills / soft skills / Adaptability / quickly learn / connect to people and process / Advanced knowledge" and "Passionate about HR / Need for human touch / skill to deal with numbers and process / CAPA", and "Command over language / Technologically savvy / in touch with latest happenings in market / Talent management / Futuristic LD practice. Amongst the female HR Practitioners, highest is seen at 36.4% (twice) and 9.1% (thrice) and reveals that "office skills / soft skills / adaptability / quickly learn / connect to people and process / advanced knowledge" and "connect with business and people / KSA of HR / Technology and numbers / exposure to all industry".

To summarize, data was collected by using individualized tools for each of the three stakeholders, i.e., HR students and HR Academicians located in various types of Institutions and HR Practitioners who are working in different types of organizations. This data has been analyzed and tabulated as per the each of the stakeholder. The interpretation of the results obtained is provided in the next chapter.