Chapter-1

Research Design

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1.1-Introduction

In the recent years, enormous developments have taken place in the field of organizational management. Organizations are becoming more & more aware about the need to have competent manpower. On the basis of changing organizational development, environment & awareness the concept of Competency Mapping is rising. Management professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies are becoming a frequently used and written-about vehicle for organizational applications such as:
• Defining the factors for success in jobs (i.e., work) and work roles within the organization
• Assessing the current performance and future development needs of persons holding jobs and roles
• Mapping succession possibilities for employees within the organization
• Assigning compensation grades and levels to particular jobs and roles
• Selecting applicants for open positions, using competency-based interviewing techniques

Management always requires efficient, prudent, self-motivated, and vibrant people to transform organizational goals into actions.

For assessing the knowledge, skills and attitude a systematic approach is very much essential. Competency Mapping Form can be designed as an effective tool to develop HR competencies. The focus of this form will be on identifying the traits, abilities and behavior. In Competency mapping, competencies must lead to effective performance, demonstration of skills & abilities.

Competency is a capacity of an individual that leads to the behavior, which meets the job demands within the parameters of the organizational environment & in turn brings about desired results. The competency mix comprises of Knowledge, Skill & Attitude.

Any underlying characteristic required performing a given task, activity, or role successfully can be considered as competency. Competency mapping is a key process of identifying key competencies for an organization &/or a job & incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.
There are various definitions given by the various authors.

**DEFINITIONS:**

- **HAYES** \(^1\) (1979)

  Based on study on “A new look at managerial competence”. Hayes describe the views on definition of competency. According to Hayes competency can be describe as-

  “Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job”.

- **KLEMP** \(^2\) (1980)

  The study on “The Assessment of Occupational Competence” elaborates the concept of competency. Klemp define competency as-

  “An underlying characteristic of a person which results in effective and / or superior performance on the job”

- **BOYATZIS** \(^3\) (1982)

  The study on “Leadership motive pattern and long-term success in management”, explain the various traits/attribute about leadership. Boyatzis describe competency as-

  “A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results”

- **ALBANESE** \(^4\) (1989)

  The study on “Competency-based management education” discuss various competences required for the teacher. Albanese define competency as-

  “Competencies are personal characteristics that contribute to effective managerial performance”

- **WOODRUFFE** \(^5\) (1990)

  Study on “Assessment Centres: Identifying and Developing Competence”, emphasize on difference between competence, competency and competencies. Woodruffe elaborated differentiation in following manner.

  **Competency**: A person-related concept that refers to the dimensions of behavior lying behind competent performer.

  **Competence**: A work-related concept that refers to areas of work at which the person is competent

  **Competencies**: Often referred as the combination of the above two.
SPENCER L AND SPENCER S 6 (1993)

Based on their study on “Competence at work: A model for superior performance”.
Authors describe competency as-
‘An underlying characteristic of an individual that is casually related to criterion-referenced effecting and / or superior in a job situations’
An ‘underlying characteristics’ means the competence is a fairly deep and enduring part of a person’s personality and predict behavior in a wide variety of situations and job tasks. ‘Casually related’ means that it causes or predicts behavior and performance. ‘criterion-referenced’ means that the competency actually predicts who does something well or poorly, as measured on a specific criterion of standards.

MANSFIELD 7 (1993)

In the study on “Competency-based qualifications: a response "Mansfield describe competency as: “Underlying characteristics of a person that results in an effective superior performance.”
A competency is an underlying characteristic of a person, which enables him to deliver superior performance in a given job, role or a situation. This characteristic may be called an ‘attribute bundle’, consisting of knowledge, skills, traits, social role, self-image and motive. The ‘underlying characteristic’, manifests itself in the form of behavior, which helps identification and measurement of the competency.

This is a competency era. It is beyond doubt that it is beneficial and cost effective, to have competent people to occupy higher-level positions. Alternatively. Competency also refers to the intellectual, managerial, social and emotional competency. There are two basic levels of competencies: technical and behavioral. The first level.
Technical Competencies are predominately about acquired knowledge and technical abilities and skills. These competencies are often easier to see, train for and develop. Examples of technical competencies include knowledge of applicable legislation and case law, knowledge of valuation methodology.
The second level of competencies is Behavioral Competencies, such as communication skills or team member skills. These competencies can be harder to see and develop but are key indicators of how an individual approaches his/her work.
1.2- Review of literature

The general purpose of reviewing the related study is to develop a through understanding and insight into the work already done and areas left untouched or unexplored. These studies also enable to search out many more related problems as suggestions for future research. It is presumed that the survey of such studies will make the present investigation more direct and to the point. So, the different studies investigating most of the aspect on the subject published in the form of books, articles and research papers have been studied. The important among there have been briefly reviewed as follows.

- **Robert Albanese** 8 (1989)
  
  Based on his study on “Competency-based Management Education” reveals that the research study Information that might be helpful to those who are considering the desirability of teaching competency-based management education (CBME) is presented. The underlying assumptions of CBME are identified, its emergence is placed in a broader educational context, three major views of managerial competencies are discussed and several practical CBME implementation issues are raised.

- **Jeremy Cobb, John Gibbs** 9 (1990)
  
  The study on “A New, Competency-based, On-the-job Programme for Developing Professional Excellence in Engineering” reveals that a unique competency approach has been used to benchmark outstanding performance in engineering jobs and provide a common language for development discussions. The development process emphasizes challenging assignments and supervisory coaching. The programme consists of a recurring cycle of systematic assessments of engineers; feedback and development discussions between engineers and their supervisors; development plans integrated with work unit objectives; and a resource guide that provides development options. Key organizational issues of implementation are described. Features which characterize successful programmes are identified and analyzed

- **Savage and Briggs** 10 (1993)
  
  Based on their study on “Professional Testing of Teachers” reveals that with the glaring exception of education, every profession in the United States that has a college degree as a prerequisite also requires the passage of an examination that measures the competency in skills and knowledge that define that profession. Competency tests are necessary, relevant, and justifiably restrictive if professional standards are deemed important. These tests may be culturally biased if, by definition, bias signifies better
performance on the average by one cultural group over another. Is it not logical that such “bias” is “proper” if satisfactory performance on a test is strongly correlated with competent performance in the profession? Needless to say, the social problem with such bias lies not with the examination, assuming that the exam is unbiased, but with the previous training and overall preparation of the candidates.

- **John E. Thompson, Roger Stuart, Philip R. Lindsay** (1996)

Study on “The competence of top team members: A framework for successful performance” Presents the research frame, methods and results of a study of top team competences in small- to medium-sized enterprises sponsored by the Training and Employment Agency in Northern Ireland. Explores a “postulated” framework of competence using a modified version of repertory grid with 31 successful companies who have a working top team. The results confirmed the framework and give core competences at two linked levels: competence domains, areas of activity regarded as an important focus for performance excellence and competences, integrated sets of behaviour which can be directed towards successful goals achievement within competence domains. Validation of the results is given by the outcomes of follow-up interviews and the comparison with other work.

- **Patricia K. Zingheim, Gerald L. Ledford Jr., and Jay R. Schuster** (1996)

Study on “Competencies and competency models: Does one size fit all? States that firms are searching for a new logic to pay and a new basis for salary structures that are better aligned with organizational strategies, structures, cultures and other HR practices. At this point, competency-based pay is the most promising base pay alternative to job-based pay. Observer might expect to find a tremendous variety in the competencies that companies are rewarding. The competency-based pay approach is new, and there is no obvious set of "best practices" at this point. Moreover, managers are adopting competency-based pay to meet organizational needs better and such needs vary from one organization to the next. The authors' experience suggests that competency-based pay plans look much alike from one firm to the next. In this article, the authors ask why this appears to be happening and whether it is desirable.

- **Terrence Hoffmann** (1999)

In his study on “The meanings of competency”, states that the term “competency” has not been clearly defined in the literature. Two main meanings of the term have been identified, one referring to the outputs, or results of training – that is, competent
performance. The other definition referring to the inputs, or underlying attributes, required of a person to achieve competent performance. Each definition has been used to describe both individual and organizational competencies. A typology of the meanings of competency has been developed to show that the term has several meanings depending on the purpose for which it is used. The implications developed in this research study are directed toward reducing the confusion over the meaning of the term competency.

- **C Eden* and F Ackermann 14** (2000)

  Study on “Mapping Distinctive Competencies: A Systemic Approach” discusses the role that formal modeling, both qualitative and quantitative, and the use of a group support system can play in developing strategic direction. In particular the study focuses on the modeling of competencies as patterns and the way in which patterns often express the distinctiveness of competencies. The relationship between patterns of competencies and the goals of an organization are explored as the basis for establishing core distinctive competencies and for developing and exploring the business model which will inform strategic direction. As an introduction the nature of strategic management is discussed, as it relates to the role of modeling competencies.

- **Mark Homer 15** (2001)

  In his study on "Skills and competency management", Industrial and Commercial Training, author opined that many leading companies are looking at ways to link skills development to strategic objectives as well as to demonstrate compliance with industry regulations. The greatest cost of learning is the time people are not working at their jobs. The solution is to minimize the time spent in training and focus people specifically on just the skills they need. It is important, therefore, to identify the skill gaps of employees in terms of the organization’s specific business goals and strategies. Competency management is now recognized as a key process to ensure that the individual and organization training plans are linked to business goals. This study illustrates how skills and competency management systems can help organizations improve the effectiveness of their training.

- **Steven E. Abraham, Lanny A. Karns, Kenneth Shaw, Manuel A. Mena 16** (2001)

  A study on "Managerial competencies and the managerial performance appraisal process" uses survey research to investigate two general questions concerning managerial competencies and performance appraisal: whether a set of managerial competencies currently being used by organizations to describe successful managers can
be identified: and whether organizations are appraising these same competencies as part of their managerial performance appraisal processes. The six competencies most often identified as critical to managerial success appear to be proper choices, given the discussion of the attributes needed for a competency to be effective. The results also show, however, that many of these same organizations are not appraising these competencies in their managerial-performance appraisal processes. The study concludes that failure to appraise the competencies reduces the effectiveness of the competencies and the managerial performance appraisal programs.

- Monica Brophy, Tony Kiely \(^{17}\) (2002)

“Competencies: a new sector’ in this study the authors outlines the processes involved in the development of a competency based framework for use by middle managers of three-star Irish hotels within rooms division and the food and beverage department. Secondary research provides an overview of existing generic competency models. Competency models and frameworks have been applied and customized across a broad range of industry sectors. Seeks to address the need for an innovative and fresh approach to HRM within the Irish hotel sector. The primary research is conducted among three-star hotels nationwide, giving equal representation to all regions of Ireland. Job analysis techniques are used as the basis for the primary research. The research is conducted among general managers and middle managers of three-star hotels. While this study examines the three-star hotel market, it is recommended that further research be conducted among four- and five-star properties. It is envisaged that the outcomes of this study will help to assist managers in three-star hotels to benchmark their most important role challenges at a middle managerial level against others in similar roles.

- Shirish C Srivastava \(^{18}\) (2005)

In his study on “Managing Core Competence of the Organization”, the author views core competence as a ‘dynamic learned resource’ which is subject to continuous metamorphosis with changes in internal and external environment. The proposed ‘critical competence’ framework integrates the various studies on core competence and puts forth an all-encompassing practicable methodology to be utilized by firms for sustained success. Critical competence is the ability of a firm to successfully identify, nurture, develop, upgrade, and deploy its hierarchy of competencies to attain sustainable competitive advantage. In the process of proposing and explaining the framework for critical competence, this study makes four major contributions:
First, it provides a consolidated and comprehensive literature review on the subject of core competence which can be used by academics for future studies on the subject.

Second, the proposed framework for critical competence shows that the possession of Meta/ core competencies will in itself not result in competitive advantage; rather, it is important to understand how these competencies are utilized for adding value to the firm.

Third, the proposed critical competence framework serves as a tool for analysing the past success/failure and also serves as a guide for charting out the future strategy of firms.

Fourth, through the example of Indian Railways, the paper illustrates the ‘descriptive Capability’ of the proposed critical competence framework.

The proposed framework helps to conclude that competencies in an organization need to be continuously nurtured, developed, and also abandoned. Critical competence emerges as a universal competence which is at the highest level in the hierarchy of competencies and is a prerequisite for attaining sustainable competitive advantage.

- **Vinnie Jauhari**  
  
  (2006)

A Study on “Competencies for a career in the hospitality industry: an Indian perspective”, the author states the purpose of this paper is to examine the link between industry competency requirements and the current provisions for hospitality management education in India. Researcher used structured interviews with educationists and industrialists to identify the key issues. Research findings Shows that a gap exists in terms of ensuring that the needs of industry are met by the ongoing skills development of the workforce. Practical implications of study are to Identifies the need for collaborative development between the educational providers and industry, especially in relation to the ongoing development of managers in the workplace. Originality/value of the study focuses on the development needs of the Indian hospitality industry.

- **Damian Ruth**  
  
  (2006)

In his study on "Frameworks of managerial competence: limits, problems and suggestions", author states the purpose of the study was to offer a coherent critique of the concept of managerial frameworks of competence through the exploration of the problems of generalizability and abstraction and the “scientific” assumptions of management.

The argument is made that frameworks of competence impose conceptual limitations – “monocultures of the mind” – that are destructive. Justifying coordinates in an activity that is always particular, contextual and socially constructed faces the problem of finding
stable evidence in a turbulent ecology and “frameworks of competence” are beset with problems of definition. However, with an understanding of power and discourse, and the application of the landscape metaphor such frameworks can be productively illuminated. What seems to be required is a wholesale shift in values and a re-evaluation of the meaning and purpose of work. This study useful to curriculum designers and programme developers to analyze their work and provides a detailed coherent account of the emergence of the concept of competency, and subjects the concept to wide-ranging critical review.

- **Omare, C & Iyamu O.S** (2006)

Based on their study “Assessment of the affective evaluation competencies of social studies teachers in secondary schools in Western Nigeria” reveal that nature and objectives of Social Studies in Nigerian Secondary schools indicate the affective orientation of the subject. Studies abound on the dominance of cognitive orientation to the teaching and evaluation of the subject in the schools, an indication that the curriculum is poorly implemented. This study assessed the affective evaluation competences of Social Studies teachers in western Nigeria, using the observation methods and rating scale. It was found that the teachers' over-all affective evaluation competences were below the acceptable level and that professionally qualified non-graduate teachers demonstrated more competence than their graduate counterparts. The need to intensify the development of affective teaching skills in Social Studies teacher education was recommended.

- **Roediger Voss, Thorsten Gruber** (2006)

“The desired teaching qualities of lecturers in higher education: a means end analysis” states purpose of this research is to aim to develop a deeper understanding of the teaching qualities of effective lecturers that students desire and to uncover the constructs that underlie these desire expectations and reveal the underlying benefits for which students look. The study was conducted amongst teacher education students at a large German University of Education and laddering questionnaires were handed out to 53 students enrolled in a business management course. The exploratory study gave a valuable first insight into the desired qualities of lecturers. In particular, the study results indicate that students want lecturers to be knowledgeable, enthusiastic, approachable, and friendly. Students predominantly want to encounter valuable teaching experiences to be able to pass tests and to be prepared for their profession. This study also showed that
students are mainly concerned about vocational aspects of their studies and are less interested in their subject.

The study was the first to successfully apply the means-end approach and the laddering technique to the issue of service quality in higher education. The study has, hopefully, opened up an area of research and methodology that could provide considerable further benefits for researchers interested in this topic.


  “Determining the Quality of Competence Assessment Programs: A Self-Evaluation Procedure” observe that the assessment methods are changing, the way to determine their quality needs to be changed accordingly. This article argues for the use of Competence Assessment Programs (CAPs), combinations of traditional tests and new assessment methods which involve both formative and summative assessments. To assist schools in evaluating their CAPs, a self-evaluation procedure was developed, based on 12 quality criteria for CAPs developed in earlier studies. A self-evaluation was chosen as it is increasingly used as an alternative to external evaluation. The CAP self-evaluation is carried out by a group of functionaries from the same school and comprises individual self-evaluations and a group interview. The CAP is rated on the 12 quality criteria and a piece of evidence is asked for to support these ratings. In this study, three functionaries from eight schools \((N = 24)\) evaluated their CAP using the self-evaluation procedure. Results show that the group interview was very important as different perspectives on the CAP are assembled here into an overall picture of the CAP’s quality. Schools seem to use mainly personal experiences to support their ratings and need to be supported in the process of carrying out a self-evaluation.

- **Hanneke Heinsman, Annebel H.B. de Hoogh, Paul L. Koopman, Jaap J. van Muijen** (2008)

  In the study on “Commitment, control, and the use of competency management”, authors state the purpose of paper is to examine the effects of the commitment- and control-approaches on the use of competency management, and to investigate whether attitude, subjective norm and perceived behavioural control mediate these effects.

  Finding of the study consistently showed that the use of competency management is higher within a commitment- than within a control-approach. Furthermore, attitude and perceived behavioral control were found to mediate the relationship between the
commitment-approach and the use of competency management. The results of the studies highlight that a commitment-oriented approach increases the use of competency management by employees and that a positive employee attitude and perceived behavioural control are of considerable importance when increasing the use of competency management is an organization's primary goal. The paper gives insight in how to persuade and stimulate employees to use competency management more frequently.


“Competency and performance analysis of Indian SMEs and large organizations: An exploratory study”, authors state the purpose of this paper is to study the development of various competencies by small-, medium- and large-scale Indian organizations under various pressures and constraints. For collecting data, a questionnaire-based survey was conducted. Out of 241 responding organizations, 193 were small- to medium-sized enterprises (SMEs) and 48 were larger organizations. Findings of the study imply that the introduction of new technology and identification of market changes have emerged most important competencies because they are significantly correlated with subjective performance, objective performance and overall competitiveness of organization. Levels of focus given on competencies development by large organizations differ significantly from SMEs. SMEs should be as proactive as large organizations in making changes in terms of various processes such as development of competencies, human resources, upgrading of technology and awareness about market changes. For validating these results, further case studies are recommended. This study will help organizations in shaping their competitive strategies for developing competencies as per the market needs.

- **Paul Derek Martin, John Pope 26 (2008)**

"Competency-based interviewing - has it gone too far?" states the purpose of this paper is to provide a critique of the inflexible use of competency models in organizations and, in particular, to explore the limitations of competency based interviews and stress the need for alternative approaches, e.g. wider use of job sampling, biographically based interviews and ability tests at the recruitment stage. The paper suggests that there is nothing fundamentally new in the competency-based approach but suggests that its ubiquity may be counterproductive in an exponential world where constant reapprraisals of skills, attributes and behaviours are required. The paper provides a critique of the inflexible use of competency models in organizations. Many competency models are not
sufficiently clear or dynamic for effective use in constantly changing organizations. Competency-based interviewing per se is an overly restrictive and increasingly blunt selection instrument. The paper reveals the need to constantly review competency models and argues for complementary selection techniques to be used in addition to competency-based interviews.

- **Rubin Pillay** 27 (2008)

A study on "Defining competencies for hospital management: A comparative analysis of the public and private sectors" author states purpose of this paper is to address the problem of providing managers in both the public and private sectors with the requisite competencies to help address efficiency, effectiveness and responsiveness in the delivery of health services.

Hospital managers in both sectors feel that people management and self management skills are the most valuable for the efficient and effective management of hospitals, followed by “hard management skills” and skills related to the ability to think strategically. Specific skills or knowledge related to health care delivery were perceived to be least important. Public sector managers were also more likely to seek future training, and were also more adamant about the need for future management development programs.

This research provides the evidence that there is a great need, as well as a significant demand, for a degree program in health management at South African institutions. The findings will be useful in the conceptualization, design and delivery of health management programs aimed at enhancing current and future management and leadership capacity in the health sector.


Study on “The role of organizational competencies in the market-orientation-performance relationship: An empirical analysis” authors states the purpose of this paper is to examine the specific ways in which market orientation of an organization contributes to the creation of organizational competencies that lead to superior performance. Market orientation makes a significant contribution to the creation of a number of organizational competencies which, in turn, lead to superior performance in the areas of cost containment, growth in revenue, success in retaining patients, and success of new services. Given the changing competitive landscape in the health care industry, managers of these organizations are increasingly being forced to recognize organizational competencies so that they can leverage them for market success. A set of
competencies leads to the organization becoming market orientated. Market orientation, in turn, leads to organizational success in a variety of areas.

- **Farah Naqvi**  
  “Competency Mapping and Managing Talent” suggest that the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to delve deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management. The paper proceeds with the examples of companies, which have successfully integrated competency-based systems in their HR initiatives.

- **Rakesh Sharma, Jyotsna Bhatnagar**  
  "Talent management – competency development: key to global leadership", states the purpose of this study is to draw lessons on how building a talent management strategy based on competency profiling becomes a critical impact area within the field of strategic HRM. The case study discusses an Indian pharmaceutical organization, the environment and the issues arising in context to talent management. The case discusses a well designed talent management strategy. The talent mindset has helped the organization in recruiting the best talent from the best pharmaceutical organizations. The case study is in a lesser known but emerging sector of the Indian economy. The case has concentrated on attracting and developing and retaining key talent, it does not concentrate on developing average talent into key talent. The implications lie in whether to grow talent or buy talent. What signal through a communication strategy should a HR manager give when determining for talent segmentation? How to develop talent and retain employees when there are not challenging options available in the internal labour market. This paper provides insights to HR practitioners on how to attract, acquire and manage talent in a tight internal and external labour market. It also provides empirical support for, and theoretical understanding of, the strategic HRM literature on talent management theme.

- **Pooja Tripathi, Jayanthi Ranjan**  
  Study on “A Competency Mapping for Educational Institution: Expert System Approach” present the development of expert system to assist in the operation of
competence management in educational institution. The knowledge based consists of a rule-based expert system for the competence management and subsequent performance assessment. It is generally recognized that an expert system can cope with many of the common problems relative with the operation and control of the competence management process. In this work an expert system is developed which emphasize on various steps involved in the competence management process. The knowledge acquisition to develop this expert system involved an exhaustive literature review on competence management operation and interviews with experienced deans and the competence managers. The development tool for this system is an expert system shell.

- **Prof. Pooja Tripathi, Dr Jayanthi Ranjan and Dr Tarun Pandeya** (2010)

  The study on “A Competency based model for an Academic Institutions’ explores a development of the new tool for the performance assessment and the quality enhancement of the educational institutions. The paper describes a PAKS (Personality, Ability, Knowledge, Skills) based competence model for the assessment of faculty members in academia. Researchers authenticate the usage of the PAKS based model and challenge that this is a very rare model available for the performance enhancement in academics. Researchers believe that if PAKS based model is incorporated in any academic institution for the competence management, fruitful results would be obtained for the upgradation of faculty and the institution. Researchers have tried to integrate this competence management system with one of the Artificial Intelligence tool, the Expert system so that the decision making for the performance appraisals and the self appraisal of the faculty members would become a transparent and result oriented process.

- **Bindu Gupta** (2011)

  Study on “A comparative study of organizational strategy and culture across industry”, examines the strategy and culture of 32 Indian organizations belonging to seven industry segments namely construction, banking, information technology (IT), pharmaceuticals, power, steel, and telecom. Further it also examines the linkage between the organization’s strategy and the culture of the organization. The findings indicated that there are significant differences in the strategy and culture of organizations belonging to different industry segments. Prospector strategy is most widely used by the telecom industry and least in construction. The analyzer strategy was reported to be most frequently used by the IT sector and defender and reactor strategy were used by the construction sector. Adhocracy culture was most prevalent in the pharmaceutical sector. Clan, market, and hierarchy culture were most prevalent in the construction industry.
Further organizations using prospector strategy were high on adhocracy culture. Both clan and adhocracy cultures were found more in organizations with analyzer strategy. Organizations with defender and reactor strategy were high on hierarchy and clan culture, respectively.

- Mily Velayudhan T.K  
  34 (2011)

“Competency mapping of the Employees- A Study “International Conference on Information Communication and Management” states that Competency mapping, the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. Competency mapping is a strategic HR framework for monitoring the performance and development of human resource in organizations. Regardless of whatever happens to the future of software in India, the people who are outstanding in their performance will continue to be in demand and will keep rising and for this the human resource of each organization should develop the competencies which they have in order to compete with the highly competitive market. In this paper the researcher has collected data from 195 software employees. Where in 145 employees where from Cognizant Technology Solutions (CTS) and the rest 150 respondents were form Hindustan Technology Limited (HCL) and their competencies where studied in depth to bridge the gap of the lacking competency which would help the employees to outshine which would help the organization to lead its goal through its objectives.

- Shashi Tiwari, Susmita Ghosh  
  35 (2011)

“Building a Competent Workforce through Effective Competency Mapping” reveals that People are the most important asset, unique to each organization. Unlike other resources such as machine, money and material; they cannot be duplicated by other organizations because of their distinct competencies. Therefore, it is essential for the organizations to utilize this talent in best possible manner to gain competitive advantage. This is possible only when Competency Mapping is used to identify the skills, attitudes and performance that puts them above the average. The paper attempts to present a view on how effective competency mapping may help organizations to achieve and realize organizational objectives.
• **R. Yuvaraj** (2011)

In this study on “Competency Mapping – A Drive for Indian Industries” author states that human resource management is a process of bringing people and organizations together so that the goals of each other are met. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. This paper provides insights that Competency mapping is not only done for confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

• **Mrs. B. R. Celia; Mr. M. Karthick** (2012)

A study on “Competency mapping of employees in the power sector with special reference to Chennai” was carried out with a view of measuring the competency level of employees in the power sector. It gives a brief description of the employee’s competencies attributes, interdepartmental competencies and suggestions given to enhance their competency level. The major idea is to find out the existing competency level of the employees, the competency assessment focuses on six behavioral segments namely, Knowledge, communication, development of people, team orientation, achievement orientation and client orientation, samples of 300 employees were selected from a population using stratified random sampling. The study has revealed that the competency level of all the departments are correlated and has been suggested that peer group training could be conducted, recognition & rewards may be given to the employees on performance and continuous measure an competency may be enhanced to improve employees skills. Hence these measures that are fundamental factors to competency would obviously lead to enhanced performance of companies.
1.3- Statement of Problem

The general purpose of reviewing the related study is to develop a thorough understanding and insight into the work already done and areas left untouched or unexplored although an earlier study on the subject has been made, there is still a large and wide scope for study over the competency mapping practices in the private and service sector organizations.

Review of literature reveals that a large number of researches have been conducted on competency mapping method. However, only few researches conducted so far on the competency for improving organization development. It reveals that there still exists a need to highlight some of the aspects of competency mapping and organization development. Hence a research on the problem “A Study of Competency mapping for improving organizational development with special reference to private and service sector industries in and around Nashik industrial areas.” has been taken.

This research work is regarding competency mapping for improving organization development adopted by various private and service sector organization selected for research. The study is aimed at collecting the information related with effectiveness of Performance Appraisal System, Training and Development and Organizational Development intervention techniques helpful in implementing Competency Mapping techniques for improving organizational development in private and service sector industries in and around Nashik industrial area.

A term that has gained wider circulation in the management profession in recent times is “competency mapping” with global economy and the world becoming a global village firms have become more aware of the need for having competent employees and distinguished competencies for every organization. This need arose due to the following reasons –

- Increased cost of manpower.
- Need for ensuring that competent people are available for performing various critical roles.
- Recognition that technology, finance, customers and markets, system and processes can all be set right or managed effectively if we have the right kind of human resources.
- The need for focus in performing roles-need for time management, nurturing of competence increased emphasis on performance management systems.
- And recognition of the strategic advantage given by employee competencies in building the core competencies of the organization.
1.4- Objectives of the Study

Following are the objectives of the study:

- To study the concept and various models of competency mapping.
- To study the objectives of organizations and functional strategies for each business processes for private sector and service sector industries in an around Nashik industrial area.
- To study organizational culture and climate towards the approaches and implementation of competency mapping techniques for private and service sector organizations in and around Nasik industrial Area by using survey method.
- To study and analyses of data regarding practical implementation of Competency Mapping techniques in private sector (Automobile, electronics and electrical, chemical & pharmaceuticals, Textiles, Construction, plastic and rubbers and others) and service sector (Banking /Financial, Insurance, Retail, Hotels, Call centre/BPO, and Hospitals) organizations in an around Nashik industrial Area.
- To study and analyses data regarding teacher’s competency in education institutes/colleges like Management, Engineering, Pharmacy, Law, Computer management, Social work, Architecture run by Maratha vidhya Prasarak Samaj, Nashik. A study mainly concerned with (i) Emotional quotient of the teachers in comparison with selected variables like longevity of service, type of school education/ higher education, medium of instruction, type of family, educational and employment status of the parents, age, gender, religion, etc (ii) Academic competencies assessment in comparison with selected socio-economic (iii) Comparing the Emotional quotient level with competency level (iv) Gap analysis between expected and actual outcomes.
- To make analysis of data regarding effectiveness of Performance Appraisal System, Training and Development and Organizational Development intervention techniques helpful in implementing Competency Mapping techniques for improving organizational development in private and service sector industries in an around Nashik industrial area.
- Suggesting the remedial measures for effective implementation of competency mapping techniques for organizational development in private and service sector industries in an around Nashik industrial area.
1.5- Research Methodology

The present study is an exploratory in nature. The study is designed on the survey method.

1.5.1. AREA OF THE STUDY

Nashik is the third largest industrial city of Maharashtra. In order to have a meaningful understanding of the competency mapping practices in the private and service sector organizations, a representative sample of private and service sector organizations in Nashik industrial Area have been selected by the researcher for the present study.

1.5.2 SAMPLE DESIGN

The universe of the study is limited to the Private and service sector organizations located in Nashik industrial Area. According to MIDC Nashik, the following Table No.1.4.1 shows the industries in Nashik district.

Table No. 1.4.1-Industries in Nashik District

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Type of Industry</th>
<th>No. of Industries.</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Automobile Industries</td>
<td>117</td>
</tr>
<tr>
<td>02</td>
<td>Electricals and Electronics Industries</td>
<td>277</td>
</tr>
<tr>
<td>03</td>
<td>Chemical &amp; Pharmaceuticals Industries</td>
<td>131</td>
</tr>
<tr>
<td>04</td>
<td>Textiles</td>
<td>10</td>
</tr>
<tr>
<td>05</td>
<td>Construction Industries</td>
<td>56</td>
</tr>
<tr>
<td>06</td>
<td>Plastic and rubber</td>
<td>198</td>
</tr>
<tr>
<td>07</td>
<td>Services</td>
<td>183</td>
</tr>
<tr>
<td>08</td>
<td>Engineering</td>
<td>931</td>
</tr>
<tr>
<td>09</td>
<td>Other Industries</td>
<td>1800</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>3703</strong></td>
</tr>
</tbody>
</table>

Sources- NIMA Industrial Directory (Year- 2007)
(NIMA-Nashik industries and manufacturers association)

A pilot study was conducted in an around Nashik Industrial area to find which are the organizations having application of various competency mapping tool and techniques and Altogether, 50 organizations have been selected for the actual study on the basis of purposive sampling method (Non-Probability sampling). 35 are Private Sector organizations and 15 are service sector organizations. (The details of the 50 selected organizations are given in Chapter -3)
For competency mapping of Teacher in Education sector –

The study was carried out among the teachers of various colleges/ institutes like Management, Engineering, Pharmacy, Law Social work, Computer management and Architecture College run by Maratha vidhya prasarak Samaj Nashik affiliated to University of Pune. Altogether 7 Institute/ colleges were selected. Institutes/ colleges were selected on the basis of purposive sampling method (Non-Probability sampling) and 63 teachers were selected through the simple random sampling methods for survey. (See detail in Chapter 4- Case study 6).

1.5.3 SOURCES OF DATA

Data have been collected for the study from primary and secondary sources.

Primary Sources-

A pilot study was conducted to check the feasibility of the study and also to test the appropriateness of the questions included in the questionnaire. Based on the inputs from pilot study, minor modifications were made to some of the questions included in the questionnaire.

Survey –I- After the selection of the Organization, the researcher interviewed the HR Manager. / Personnel Manager/Hr executive/Hr officer for the purpose of interview, an interview schedule was prepared for the above authorities. Therefore, they were interviewed, and at the time of their interview discussion and observation were held. The interview schedule for Respondents consisting of 7 sections i.e. Section ‘A’ to Section ‘F’. Section ‘A’ (I) Respondent Profile, (II) Organization Profile.. Section ‘B’ deals with how ready is your organization to go in for Competency Mapping or getting a good ROI (Return on investment) on it. Section ‘C’ dealt with how ready is your organization to go in for Implementing Competency Mapping. Section ‘D’ dealt with how ready is your performance appraisal system for implementing effectively competency mapping in organization? Section ‘E’ dealt with “How effective is training and development activities of organization for improving the individuals and the organizational Development”. Section ‘F’ dealt with the -How effective is intervention techniques in your organization for improving organization development. And section G dealt with How effective is competency mapping techniques in your organization for improving employee Performance and Organization Management?

Survey II - For competency mapping of teachers in Education Sector a separate questionnaire was prepared the total number of respondent were 63 teachers working in various institutes/colleges like Management,Engineering,Pharmacy,Law Social work,
Computer management, and Architecture college run by Maratha vidhya prasarak Samaj Nashik affiliated to University of Pune and Approved by UGC.

Secondary sources:
Secondary data was collected through annual reports of Industries, journals, periodicals, newspapers, literature review, textbooks, internet, website of the companies, etc. Presentation of secondary data in case studies of five representative organizations

Case study I presented the data of 48 employees from various department of Perfect Circle India Ltd about the competency mapping during the period of 2009-10. Skill Matrix data of 123 employees presented in case study.

Case study – II presented the data of 30 employees from various department of ABB Ltd about the competency mapping during the period of 2009-10.

Case study – III presented the data of 19 employees from various department of Glenmark Pharmaceuticals Ltd about the competency mapping during the period of 2009-10.

Case study – IV presented the data of 32 employees from various department of Motwane Mfg. Co. Pvt Ltd about the competency mapping during the period of 2009-10.

Case study – V presented the data of 30 employees from various department of Parle Biscuits Pvt Ltd about the competency mapping during the period of 2009-10.

1.5.4. TOOLS OF DATA ANALYSIS
After the data collection, tabulation was made; thereafter analysis and interpretation were attempted. Both mathematical and statistical tools have been used for data analysis. Analysis of data with the help of Percentage, Mean, weighted average, Ranking methods. Statistical tests like Chi-Square test, Fishers exact test, T- Test and correlation have been used wherever found appropriate. Graphical presentation and chart and table techniques of statistics were utilized. Thereafter the conclusions were drawn and suggestions were made.
1.6-Hypothesis of the Study

The following hypotheses have been adopted for the study.

1. There is a linkage of competency mapping with organizational objectives.

2. Effective competency mapping and organizational developments are positively interrelated to each other.

3. Industrial environment in Nashik is suitable for improvement in organizational developments through competency mapping.

4. Competency based training is an effective tool for individual development in an organization.

5. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures the performance of Employees.

6. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Job Skills’ of Managerial/Supervisory staff.

7. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Behavioural Skills’ of Managerial/Supervisory staff.

8. There is no significant correlation between Private and Service Sector organisation among the traits/attributes to measures ‘Managerial Skills’ of Managerial/Supervisory staff.

9. There is no significant correlation between Emotional quotient (EQ) and Competency Level (CL) among the teachers of various institutes/colleges.
1.7- Scope of the study

The focal point of this study is to examine the competency mapping in various private and service sector organizations in Nashik industrial area. The study attempts to critically examine and compare the various aspects of competency mapping of selected organization. The study attempts to find importance given by Hr Managers / Hr Executives / Hr Officers to various traits/attributes while appraising the performance of lower and high level staff and also study which traits/attributes should be given more importance according respondent.

The study also highlights the benefits of competency mapping to achieve Organisational objectives and strategy. To satisfy business needs and Individual’s needs. Developing and retaining competent Human resource, Establish rewards and, recognition Training and development system to foster competency Based performance improvement, and Assigning compensation grades and levels to particular job and roles

Competency Mapping is the process of identifying key competencies required for an organization and / or a job for competency identification to measure the competency of an individuals in relation to existing or expected job requirements and incorporating those competencies throughout the various process (that is job evaluation, training, recruitment) of the organization. It is the “traits, abilities and behavior” demonstrated by the leader, which are decisive for success in the assignment.

Competency Mapping is widely accepted among human resource specialist in the corporate environment to measure for developing dynamic workforce required for growth and development of both the individuals and the organization.

The scope of the study includes:

The study under this is necessary to understand the interrelated set of skills, behavior, attitude and knowledge which is necessary for an individual to perform a given task in professional and managerial positions.

To study the demonstration by the employee in the current job, in comparison with the standard requirements of the job/ responsibility level.

To study the competency mapping understand various managerial competency fields in terms of Social Competence, Technical and Methodological Competence.

To study the potential evaluation i.e. assessment of employee’s capability to succeed in next/ higher levels of responsibility within a time frame, based on the performance rating.
1.8-Rationale of the study

Competency Mapping is excessively used in the organization to determine the crucial elements and activities. The basic reasons due to which the mapping of the competencies is done are as follows:

1. Organizations of the future will have to rely more on their competent employees than any other resource and would have to rely increasingly on tools like competency mapping to retain an edge and hence understanding competency mapping is increasingly essential for all potential managers.

2. Competency Mapping is a contemporary issue of relevance to the industry and hence the understanding of the issue is of importance to Researcher

3. Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system and hence understanding them is important.

4. Once the competencies are determined, proper training can be provided to the individuals to work more efficiently on the processes.

5. Key performance areas can be improved by understanding the fields where there is a gap between the actual and the desired results.

6. Through competency mapping, the individual is preparing himself for the next set of responsibilities.

7. By overcoming the differences in the desired level and the actual status of performance the individual can feel the increase in the self confidence and the motivation level.

8. Competency based approach can lead the individual to derive much efficient results (with more accuracy) as compared to work in a non-competency derived situation.

9. Competency mapping leads the individual to understand the actual position and the gap from the desired status of work.

10. Competency mapping plays a crucial role in career planning of an individual in the organization.
1.9--Limitations of the study-

1) The study is confined to the Private sector (35) and service sector (15) organization in an around Nashik Industrial area only. Therefore, not all the findings of the present study could be generalized since the research variables and determining factors being investigated in the present study could have different dimensions in different context and settings and different geographical location.

2) This study is mainly based on survey method of research: Total no of respondent for survey-I restricted to 50 HR Manager./ Personnel Manager/Hr executive/Hr officer of various private and service sector organizations. Survey -II confined to competency mapping of teachers in Education Sector, the total number of respondent were 63 teachers working in various institutes/colleges. Therefore, the limitations of survey method are expected to influence the outcome of the research.

3) Competency mapping of five selected organization are represented as Case studies. Secondary data of upto fifty employees only of various levels of different dept. (Managerial level, executive level, entry level) are represented in case studies. The period of study is only 2008-2012

4) The criteria for competencies can become out of date and to update it is an expensive and time consuming process.

5) It is very difficult to make the evaluation of the personality traits of individual as there may be a difference in the actual performance and the traits required.

6) The impact and results of training depends on upon the quality of Performance Appraisal System.

7) The analysis and interpretations made in the study are based on data collected in this manner. However efforts have been taken by the researcher to cross check the responses and to make the conclusions as meaningful and rational as possible.
1.10- Presentation of the study-

The present study consists of seven chapters

Chapter I  RESEARCH DESIGN

The first Chapter is the research design, which comprises introduction about the topic, review of literature, objectives of the study, scope of the study, statement of problem, significance of the study and research methodology. An introduction covers the history and definitions given by various researchers on the Competency Mapping.

Chapter II  COMPETENCY MAPPING - METHODS AND MODELS

The second chapter deals with the theoretical aspects of Competency Mapping, different Models and methods of competency mapping. Competency mapping and Organizational development practices in Indian industries also covered under this chapter.

Chapter III  INDUSTRIAL PROFILE OF NASHIK

The third chapter is related with the industrial profile of Nashik. It includes history of Nashik, Education, Health infrastructure, Services at Nashik. This study focuses on the Private sector organizations and service sector organizations located in Nashik.

Chapter IV  COMPETENCY MAPPING PRACTICES IN NASHIK.

The fourth chapter deals with the case study of selected organization located in Nashik. This chapter contains the detailed study about the present competency mapping system adopted by the selected organization. Five organizations are selected for the study. This chapter contains the detailed study about the history, profile, and presentation of data about competency mapping techniques conducted on various employees at various levels in various departments at selected organizations. Sixth case study concerned with survey of competency mapping of teachers in Education sector.

Chapter V  ANALYSIS OF DATA

The fifth chapter represents the responses and reactions of HR managers /HR Executive/HR Officer of Private sector and Service sector organizations about the present Competency Mapping system of the organizations. The data collection is based on the responses given by the HR managers /HR Executive/HR Officer through questionnaire prepared. Analysis of data and its interpretation is done in this chapter with applying various statistical techniques and scales.
Chapter VI  TESTING OF HYPOTHESIS AND FINDINGS OF THE STUDY
The sixth chapter deals with the testing hypothesis and Finding of the present study on the basis of data collected through questionnaire, interviews and discussions.

Chapter VII  CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS
The seventh chapter presents the conclusions, recommendations and suggestions.

Appendices

Bibliography
Foot Note-


VIKALPA • VOLUME 30 • NO 4 • OCTOBER - DECEMBER 2005


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