Contents ...

CHAPTER-1
INTRODUCTION 3
Technical Competences or Hard Competences 4
Behavioural Competences or Soft Competences 5
Study Period 7
Review of Literature 7
Significance of the Study 8
Objectives of the Study 8
Research Methodology 9
The Settings 10
The Sample Unit 10
The Limitations 12
Chapterisation 13

CHAPTER-2
COMPETENCY MANAGEMENT A GENERAL PROFILE 15
Introduction..... 17
What is A “Competency ?”...... 17
Some Examples of Competencies... 19
Behavioral indicators.... 21
Conflict Management ..... 21
Behavioral Indicators:.... 21
The Importance of Using Competencies in Appropriate Ways .... 21
How Are Competencies Identified?.... 22
Why Are Competencies Gaining Increased Importance In Organizations?... 22
How Can Individuals Use Competencies to Their Advantage?..... 24
Why Should Competencies Be of Importance To Career Practitioners?.... 26
Organisational Competency 27
Brief General Profiles of the Sample Units 27
Tata Consultancy Services(TCS) 27
CHAPTER-8

ISSUES AND EXPERIENCE IN SOFT COMPETENCY IN SAMPLE UNITS..... 169
TCS Experience 170
Infosys Experience 177
Wipro Experience 182
An Experience From Satyam 191
Conclusions.... 202
References.... 203

CHAPTER-9

CONCLUSION & SUGGESTIONS 209
BIBLIOGRAPHY 234
QUESTIONNAIRE 257
TO THE GENERAL RESPONDENTS