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INTRODUCTION

1.1 INTRODUCTION:

At the heart of any successful activity lies a competence or a skill. In today’s competitive world it is becoming particularly important to build on the competitive activities of business. There has been much thinking about business strategy over the last three decades, particularly regarding what competencies a business needs to have in order to compete in a specific environment. Top management has been identifying corporate core competencies and has been working to establish them throughout the organization. Human Resource Development (HRD) builds competency-based models that drive business results.

A lot is going on in recent times on the issue of competency mapping. A lot of resource’s spent and consultants invited to do competency mapping. Increased manpower costs, need for ensuring that competent people man critical positions, and the need to be competitive and recognition of the strategic advantages of having good human resources have compelled firms to be more competency driven. In good organization’s competency mapping existed already. Traditionally HR directors and their top management have always paid attention to competencies and incorporated them mostly in their appraisal system.

Competency mapping is implemented during the process of recruitment of new employees in order to emphasize specific skills, required for a particular job position. The disadvantage of such an approach may be an incomplete evaluation of all the needs and/or capabilities required, or in the fact that some people tend to overestimate their own abilities. It also requires much time and one may be reluctant to do all the work, which is required to map all competencies. Nevertheless, competency maps are important for the future development of the structures of a firm or for personal development of individual skills.
Competency mapping is a strategic HR framework for monitoring the performance and development of human resources in organization. It's often observed that the HR function astutely, uses this paradigm to align the human resources to the super-ordinate objectives and the larger vision and mission of the organization. This is practiced with a strong emphasis on linking it with the tangible outcomes associated with employee performance. Competency mapping has been one of the most significant precursors of Human Resources Management, especially in the area of performance management, training and development.

As work-based competencies refine job expectations and enable greater synthesis between jobs, roles and performance, competency mapping has become synonymous with organizational learning this buzz around amazing competencies is pretty accentuated off late and draws invariably from the context of multi-skilling and knowledge management where shared competencies and continuous development make organizational learning inevitable.

The managerial angst of synthesizing myriad work-related behaviors, skills, knowledge and attitude into a compact bundle of relevant and crucial skill-set is seen as the most important challenge to managing human resources. There is a strong felt need to effectively integrate the competency framework within the HR system of an organization and to manage the consequent changes in the organization.

In a highly volatile business environment, it's often the mettle of its people, which defines its success and particularly of those who design its strategy and are responsible for its action planning. The success of a leader ultimately depends on how well he manages himself, his job and others. This means that an entire gamut of competencies ranging from knowledge-level competencies to behavior-level competencies have to be mapped developed and also successfully used.

The certitude of competency mapping impacting the strategic aspects of managerial scope is obvious. It definitely envelopes an entire gamut of HR activities and creates predetermined impact which can ensure a highly fruitful efficacy-driven intervention.
Meaning and Definition:

Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses a combination of knowledge, skill and behavior utilized to improve performance. More generally, competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role.

Competencies are becoming a frequently-used and written-about vehicle for organizational application such as:

- Defining the factors for success in job (i.e., work) and work roles within the organization.
- Assessing the current performance and future development needs of persons holding jobs and roles.
- Managing succession possibilities for employees within the organization.
- Assessing compensation grades and levels to particular jobs and roles.
- Selecting applicants for open positions, using competency based interviewing techniques.

The word COMPETENCE has been defined by number of people in varied ways. Not only is the definition a point of contention among various competency theorists, but also as to what constitutes competency has been hotly debated. There is also another dimension to the whole issue, which is, the word 'competence' itself; when used in normal parlance it refers to someone who can 'just about manage'.

However, the opposite of the word, i.e. incompetency or incompetence, when used, can have large negative implications. This problem arises because, the word competency is used both to refer to the ability to perform a job or part of the job and also to the set of behavior a person must display to perform the tasks and functions of a job with competence. Therefore, the word can be thought of as having two separate meanings:

- First, it can be used to refer to areas of work with which the person is associated – areas of competence.
- Second, it is used to refer to the dimensions of behavior lying behind competent performance.
Competency Mapping

Competence and competency as basic terms are used by researchers in many fields and from different points of view. The term competence describes personality characteristics associated with education, knowledge, skills and behaviour and competency needed for the best performance and motivation in job positions. The current meaning of this term has been defined by the psychologist Mc Clelland (1973). Thus we can distinguish three basic terms:

- Competence (White, 1959)
- Competency (Mc Lagan, 1997), and
- Core Competency (Delamare, Wintertone, 2005).

The first term is relevant with individual competence, the second explains a set of job competencies and the third the firm competency, firm excellence and individuality.

Competency Mapping, Competency Framework and Competency Modelling:

Competencies include the sum of success factors necessary for achieving important results in a specific job or work role in a particular organization (Garrett, 2003). These attributes or factors include: personal characteristics, traits, motives, values or ways of thinking that impact an individual's behavior.

Analysis and assessment of competency begin with job competency mapping or individual competence mapping and continue with competency modeling. Competence, competency mapping and modeling generally serve to structure a personal competence or to construct a job competency.

- **Competency map** (Garrett, 2003)

A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations or industries that are part of the individual's current career plan. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role.

- **Competency model** (Lepsinger, Lucia, 1999)

A competency model is a descriptive tool that identifies the skills, knowledge, personal characteristics and behaviors needed to effectively perform a role in the organization and help a business meet its strategic goals.
Competency Mapping

Job competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc.

Individual competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases as part of an organization. It concerns two areas: emotional intelligence, and the strengths of the individual in areas like team structure, leadership and decision-making. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.

Competency Framework:
Competency models are position models which are at the heart of every competency-based HR application. A competency model is a GIGO (garbage in–garbage out) test factory. In spite of timely administration intricacies and sophistication, if the models are not accurate and do not represent the relative position, the purpose of the model is lost. The basis of generating competency models and building the competency framework for any organisation are processes.

Thus the questions that need to be raised are:

▲ What does the employee have to be able to do?
▲ What does the employee have to know in order to do it?

If the flow charts of the job processes are laid, determining of competencies is easier. If the competencies are not related to specific process steps then the model is not valid.

Usefulness of Competency Management: Observable abilities, skills, knowledge, motivations or traits defined in terms of the behaviors are needed for successful performance. Competencies and competency frameworks are proven tools for translating the strategic vision of an organization into the behaviors, employees must display for the organization to be successful.

Pagey, D’ Silva, 2005, e-HResources.com
## Competency Mapping

### Table 1 - Table Showing the usefulness of competency management:

<table>
<thead>
<tr>
<th>HR / Organizational Goal</th>
<th>How Competency Frameworks Contribute</th>
</tr>
</thead>
</table>
| **Productivity Gains**   | • Organizations improve efficiency not only as employees learn “what” they are expected to do, but even more as they understand “how” they are expected to perform tasks  
• Desired organizational behaviours are documented, making it possible to communicate these standards  
• Required skills, traits, and attributes for all positions are defined, making it possible to measure and correct for skill deficiencies |
| **Grow, Retain, and Attract the Right Talent** | • Understanding and define the talent needed and available to accomplish the organizational mission  
• Define organizational culture to maximize the ability to hire for fit and attitude  
• Objectively identify the individuals the organization must retain to maintain an optimal talent pool  
• Create living HR plans that move with business needs  
• Competency Based HR Management enables the organization to define a skills road map, which empowers individuals to manage and achieve their own development |
| **Improve Performance**  | • Identify gaps between requirements and capabilities  
• Define expectations for employees, in a way that is measurable, objective, and defensible  
• Set behavioural targets to encourage employees to go above and beyond expectations |

**Source:** Field Survey and company catalogue

A competency-based approach towards human resources management (HRM) is one of the key success factors in modern organizations. A manager should always bear in mind that the definition of competency is fundamental in all HRM activities – starting with recruitment, through training, assessment, and development. Competencies are more than just characteristic of a person; therefore, competencies can be defined as knowledge, skills and attitudes, commitments or values that are necessary for a specific position.

### 1.2 STATEMENT OF THE PROBLEM:

Indian Software Industry is fast becoming tradition of the modern day Information Technology (IT) revolution, and it is considered as an example for excellence of a technology-intensive industry establishing itself in a developing country. Ongoing and unrelenting economic, social and technological changes have spurred the need for flexible, skilled workers who can help their organizations succeed and sustain a
competitive advantage.

**HR in Transition:**

In today's intensively competitive and globalised market place, maintaining a competitive advantage by becoming a low cost leader or a differentiator puts a premium on having committed or competent workforce.

In other words competitive advantage lies in management's ability to consolidate corporate-wide technology and production skills into competencies that empower individual businesses to adapt quickly to changing opportunities. In a growing number of organizations, human resources are now viewed as a source of competitive advantage. There is greater recognition that distinctive competencies are obtained through highly developed employee skills, distinctive organizational cultures, management processes and systems. This is in contrast to the traditional emphasis on transferable resources such as equipment. Increasingly, it is being recognized that competitive advantage can be obtained with a high quality workforce that enables organizations to compete on the basis of market responsiveness, product/service quality, differentiated products and technological innovation.

An efficient HR strategy will give direction and bring in change in an orderly fashion. This will include retention of more competent employees, change and conflict resolution, allocation of human resources for the right fit, major business changes affecting human resources, linking the HR process to the mission and goals of an organization enabling HR functions to emerge as a cost or a profit centre. The strengths and weaknesses of a company's human resources can have a determining effect on the viability of the firm's strategic options. The new breed of HR managers needs to understand and know how to measure the monetary impact of their actions, so as to be able to demonstrate the value added contributions of their functions. HR professionals become strategic partners when they participate in the process of defining business strategy, when they ask questions that move strategy into action and when they design HR practices that align with the business strategy.

**Competency Mapping** is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence (EI) or emotional quotient (EQ),

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and strengths of the individual in areas like team structure, leadership, and decision-making.

Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies and strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.

As in today’s case in much of the software companies there is a gap in the competencies of the employees and the competencies they need to possess. Thus the company can work on this concept to bridge the gap for increasing the productivity of employees and organization and directly increasing the organizational profits.

The present study attempts to address these issues among Information technology companies and measure the competencies of employees at different levels.

1.3 LITERATURE REVIEW:
A literature review is a text/article written by someone to consider the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Most often associated with academic-oriented literature, such as a thesis, a literature review usually precedes a research proposal and results section. Its main goals are to situate the current study within the body of literature and to provide context for the particular reader.

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Its main goals are to situate the current study within the body of literature and to provide context for the particular reader.
Although competencies are not new, paying for competencies is rapidly gathering attention. In many firms, the rate of change is so great that the individual job has ceased to be useful as the "atom" around which organizations and human resources practices are structured. Job-based pay has outlived its usefulness in such companies. Firms are searching for a new logical way to pay and a new basis for salary structures that are better aligned with organizational strategies, structures, cultures and other HR practices. Competency-based pay is the most promising base pay alternative to job-based pay.

The competency-based pay approach is new, and there is no obvious set of "best practices" at this point. The seed for this article is an observation that the authors find paradoxical. While it seems there should be great variety in the competencies that are the basis for competency-based pay, 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.

In the last few years, many human resource functions have strived to reinvent themselves through new versions, strategies, processes and systems. However, to sustain the transformation of human resource function, HR Professionals must develop and demonstrate a new set of competencies to fulfill their changing roles and responsibilities. Based on in-depth interviews with ten senior HR executives, this article proposes a HR competency model which is both generic (i.e., able to encompass the key competencies that are frequently used by companies in different industries) and specific (i.e., able to highlight the competencies differences in various HR roles). The article also reviews and discusses strategies that prominent companies use to bridge the competency gap of their HR professionals.
Competency Mapping


In his book, ‘Human Resource Champions’, David Ulrich: Challenged HR professionals to shed its old myths, adopt new competencies, redefine roles focused on results, and evolve into a true profession that makes a difference for the organization. This challenge, among others voiced by practitioners, management officials, and professional associations over the past decade, has led to development of “HR competency models” as a way to refocus and revitalize the HR workforce. David Ulrich speaks new vision of HR, “it will be defined not by what it does, but by what it delivers... results that enrich the organization's value to its stakeholders.”

A review of previous research on the topic reveals that there is a good amount of research going on in the world but the concentration of the research on the concept of “Competency Mapping” is very low in India. The researchers over the years have concentrated their studies on the technical aspects of mapping, but lately have realized the importance of studying the behavioral aspects of Human skill mapping.

Scott Cooper, Eton Lawrence, James Kierstead, Brian Lynch & Sally Luce – ‘Competencies – A brief overview of development and application to public & private sectors’ research directorate, policy, research, and communication branch, public service commission of Canada – April 1998

Competencies and Competency-based human resources management (CBHRM) are in common practice in many private sectors and on the rise in many Canadian Federal government departments and agencies. While organizations have used the idea of competencies for over 50 years, the expansion of the competency movement within the private sector and, now into the public one; has resulted in a proliferation of definitions, tools, models and applications. All of which, is not universally understood and applied. This paper is the review of the competency literature and an attempt to shed some additional light on the field. It addresses some of the issues associated with the validity and quality of CBHRM implementation.


Jancie. R. Lachance, Director, US. Office of Personnel Management, led off public HR Management Conference and Expo (March 1999, Washington, DC) with the assertion

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that HR professionals in the Federal Sector workforce are in a state of transition. "Narrowly focused specialists are being asked to grow into the new generation generalists' role in the evolving workplace". She went on to note, "In addition to the technical competencies that already are required, the HR generalists of the future will have to have all the skills necessary to play an active role in charting the strategic direction of our agencies".


This paper set out as a contribution to the current discourse on the interaction of globalization and business performance especially with a flavor of the challenges from the perspectives of developing countries. It presents a framework for Strategic Human Resource Management (SHRM) as a response to prepare organizations for the challenges of globalization. It has been observed that by and large organizations have achieved relatively low levels of effectiveness in implementing SHRM practices; the real challenge for organizations in the era of globalization is to pay particular emphasis to strengthening their human resources by upgrading the relevant competencies.


Just as every product or business unit must follow a business strategy to improve its competitive position, every corporation must decide its orientation towards a competency based growth by asking the following questions: is growth aligned with our core competencies? Should we expand, cut back or continue our operations unchanged? Should we concentrate our activities within our current industry or should we diversify into other industries? Similarly what should be our product/asset portfolio that can maximize value?

If we want to grow and expand, should we do so through internal development or through external acquisition, merger or joint ventures do we have the human resource to help make growth happen? Are our people capabilities in sync with the core competencies and strategy of the organization? In effect a competency based management process helps nurture a growth strategy in a business organization.
Most successful organizations in the world today use leadership and not management to create their success and have succinctly described the difference between leading and managing. Knowledge organizations by their very nature of business are leaner, de-layered, often designed around cross functional, virtual and self directed teams and are characterized by informal, boundryless and competitive behavior. He emphasize on leadership issues in knowledge based organizations, understanding of the leadership styles; 'making the transition from the old style of leadership to the new one is a challenge for the top management of every organization' observes Bennis. Without leaders who can attract and retain talent, manage knowledge and unblock people’s capacity to adopt and innovate, and organization’s future is in jeopardy.

A number of vociferous critics (e.g., Pittenger, 1993) who charge that the MBTI lacks the status, measurement quality, and overall gravitas associated with traditional assessment instruments (e.g., MMPI, CPI, 16PF, NEO-PI). However, the fact remains that in applied organizational and assessment settings the MBTI is extremely popular, as evidenced by the volume of research studies that have been devoted to it as well as the diversity of applied organizational functions to which it has been applied, which range from relatively uncontroversial uses such as career-counseling, self-development, and team-building through highly litigious tasks such as employee selection and placement (e.g., Briggs & Myers, 1976; Brown & Harvey, 1999; Hall & MacKinnon, 1969; Harvey, 1996; Hartzler & Hartzler, 1982; Myers & McCaulley, 1985; Sample & Hoffman, 1986).

Confirmatory factor analyses were conducted on the Myers-Briggs Type Indicator using over 11,000 student and leadership-development raters, testing (a) a first-order factor model with additional secondary loadings, and (b) a hierarchical, and second-order factor.
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model. Results indicated that both strategies succeeded in providing some degree of improvement in model-fit.


The Authors are feel that consistent high quality performance is a key requisite for supporting the critical success factors of today’s business. Hence, performance management has to be comprehensive enough to translate the key business drivers into actions, decisions, and behaviors leading to high performance.

This, in turn necessitates the usage of tools and techniques which can support such a system. Analysis of the most relevant performance measurement techniques is provided. In recreating performance management, a key management goal is to ensure that the people who contribute the most receive the greatest rewards. At the same time, most managers recognize that simply rewarding people for achieving their priorities could lead to unintended and unwanted consequences.


The article explains the need for the use of different models of competency mapping for enhancing employee performance. As competencies have a direct link with performance a right match of competencies with jobs is essential to achieve high level of performance. This article also describes the benefits that Quark India & Wipro have derived through the use of competency models.

Use of a competency mapping model creates a difference in performance. It has multiple benefits. Employee’s performance is compared with what is expected from them by seniors. The missing link can then be taken care of by organizing training programs. If core competencies in an individual are below expected level, it’s really a matter of concern. Personality tests may reveal some other competencies also which an individual might have displayed so far. This can prove beneficial for the company, as training would further enhance these competencies.
This article deals with issues of how an individual creates an image about his capabilities in an organization and how he convinces others about his skills. Generally people who are diplomats they tend to please every other person in the garb of strong social or affiliation need, and in the mean time they are hurting their inner self by not doing what their true self was telling them to do. They are highly displeasing themselves by not reacting in the transparent manner, as their intuition or attitude would have desired.

They are just putting up the mask and compromising with their true self in order to be socially acceptable. And behind that mask a somewhat silent, but disturb-causing true self is in dissonance with their superficial behavior, lamenting them for doing that.

The concept of reinvention has evolved over the years. Process mapping is being used in HR functions to help identify the loopholes in the HR functions as well as the opportunities for higher gains and improved results. The article describes the concept of HR process mapping, its advantages and disadvantages.

HR departments have always been adopting and discarding many functions as per the corporate rules being written and rewritten. So, an excerpt from the lyrics of “Take It As It Comes” by Rock group, “The Doors”, will be apt and inspiring to quote for the HR departments around the world, aspiring to survive and sustain the burgeoning pressures: “Go Real Slow, You Like It More And More, Take It As It Comes, Specialize In Having Fun, Take It Easy, Take It As It Comes”.

Competencies comprise the knowledge, skills, values and attributes demonstrated through behavior that results in competent and superior performance. Competency describes what superior performers actually do on a job that produces superior results. Armed with this information, selection, retention, training, succession planning and performance management systems can be integrated and designed to attract, develop and
retain top performers.


This study was designed to assess the competencies needed for a manager to manage a multicultural group of subordinates. Given the multicultural nature of today’s workforce, it has become increasingly important for managers to take into account how cross-cultural differences may affect their management practices. Open-ended semi-structured interviews were conducted in order to derive the competencies used by managers who are already managing a multicultural group.

From the content analysis, five key themes emerged comprising 27 sub-themes. The results suggest that the competencies needed are cultural empathy, learning on the job, communication competence, general managerial skills, and personal style. Hence selection, training and development, and performance appraisal practices may be focused on identifying and/or developing these competencies, in order for managers to effectively manage a multicultural workforce.


Organizations today are increasingly finding themselves at a critical juncture. Business success depended upon the development of strategies and synergies. To be competitive, there is a need for excellence in every field. It is very important that the firm is able to manage its resources to its optimal potential. This practice, often known as strategic resource management (SRM), is about organizing and managing mix of in-house staff, contractors and offshore personnel into mutually beneficial, sustainable relationships.

It is hard to excel at all business activity, internal and external, however large a firm may be. The idea is not of being good at everything; it is about being the best in one (or more, if possible) thing, which is the core activity, and be efficient in other aspects, while at the same time generating new forms of competitive advantage.
In the changed business scenario where organizations are required to compete globally, benchmarks have become global. Organizational survival and excellence require not only meeting but setting global standards. Speed of change becomes a critical variable. Organizations have to react fast, learn from their experiences and aim towards achieving world class excellence through constant learning and renewal. 360 degree has been found to be one such facilitator of change at the individual level.

Few activities can more strongly align employee behavior with business objectives than an effective performance management process. However, its inherent complexities and sensitivities have led many organizations to search for a ‘Silver Bullet’ for addressing the challenges of managing individual unit, and corporate performance. Performance management systems and processes depend on clarity and commitment from the leaders in an organization.

Candid and frequent dialogue on performance lets employees know where they stand and build a foundation for improvement differentiated reward should reinforce behavior associated with organizational and job-related objectives; motivate employees to achieve outstanding performers in a meaningful way. The article has identified the elements of virtually all successful performance management programs. Helps you identify the performance gap and also provide tips to bridge the gap.

This paper tested a model of techno-managerial competencies based on data gathered from over 250 executives in one of India’s largest vehicle manufacturing companies during a consulting assessment exercise conducted within the company. A total of 24 competency items were identified based on discussions with senior managers in the company, 13 of which were technical in nature and 11 were managerial. A panel of experts using a combination of written test, group discussion, and in-depth interview conducted the assessment of executives on the listed competencies.
This paper argues that for effective development of managers, training programs are far from sufficient. The major development of capabilities, in fact, takes place not so much as a result of training programs as on the job. But this development can be directed or undirected and one of the important tasks of senior managers is to make sure this development is directed and effective.

The development of junior managers by senior managers is a vital activity in a learning organization. In today's fast changing environment, the only organizations that will survive will be learning organizations. Competitive advantage is not static. Organizations cannot place themselves in particular strategic postures in an industry and stay there for all time to come but have to evolve and adapt to new situations. This ability to adapt depends on the amount and kind of learning that takes place continuously in the organizations and how effectively managers can apply these learning's in their jobs.

This paper provides a broad overview of the concept of competencies, its origin, and application in human resource management. A prime issue with competency based HRM (CBHRM) is that the approach, being relatively recent in the public sector, has not yet been assessed. Empirical data are, as yet, not available to measure program success and to validate underlying models, implicit or explicit. Some desirable characteristics of such programs, however, would be the establishment of clear linkages to strategic corporate objectives, the specification of the models in use, and the anticipation of the on-going need for self-correcting processes.

In these days of disquiet among employees, how can management find an equitable solution to problems of low productivity and job dissatisfaction? The answer: MBO. At the base of the entire management philosophy must be a real awareness that each person is a human being. A side-effect of this recognition and the use of MBO at the lowest level is that a grassroots loyalty to the company will build in the workforce. This loyalty is the ultimate base of power in any organization. Every level of management must monitor
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progress towards goal attainment. After the first 6 months, the organization will begin to enjoy the benefits of MBO in the form of higher productivity, as well as more concern and greater involvement on the part of the workforce. MBO has paid hand some dividends at all levels. It has continued to stand the test of time since its synthesis into a unified concept by Peter Drucker in 1954. The time is ripe now to extend the philosophy from the top to the bottom.

Sanjay Koul – ‘Charting out one’s Path’, [Career Management] Indian Management – August 2005

In this area where workplaces are undergoing constant change, careers too are evolving to keep pace. It’s uncertainty that looms large. It’s here that the importance of career management emerges. Given the organizational change Viz.; down-sizing, decentralization, organization, cost-reduction, IT innovation, annual performance reviews, competency measurement and their potential negative psychological impact that is anxiety, lowered self-esteem, competitive behaviors, frustration, stress and low trust behaviors, a positive framework is required for approaching the future. We are all responsible for our own career growth and development. Change is inevitable. Understand how to respond to change with dignity. See change as opportunities for growth. Take stock of skills on a regular basis. Look for new challenges, projects and responsibilities and effectively communicate self-interest in pursuing them. Make yourself visible within organization. Do internal networking. Showcase the quality and style of commitment. Add value and benefit to your position and your organization. Continuous up-gradation of technical knowledge, software awareness and improvement of soft skills is required to match the expectation levels and remain competitive in today’s job market.


Over the years there remained a controversy in determining the yardstick to measure the performance of individuals and consequently evaluate their worth in relation to an organization. Research has been an ongoing process and such efforts have culminated in new techniques. Like every other function, much exploration has been made by the HR function, as well to seek new avenues of progress – both in terms of the thought process as also the practical applicability. One such subject being exposed to analysis and

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discussions in the contemporary scenario has been “Competency Mapping.”

† Prof. Dilip Kumar – ‘Career - Competency - Based Human Resource Management’ [CC-HRM] Ex-Professor Symbiosis, Pune – April 13, 2006

Organizations in the modern days are undergoing heavy transformation in the wake of industrialization and globalization. Here, Human Resource Management practices are getting wider acceptance in the developmental and transformational process.

Organization management is giving more thrust in understanding and developing the competency of employees and makes use the tool competency mapping, for the improvement of productivity and in maintaining a positive work culture.

Competencies and competency-based human resources management (CBHRM) are in common practice in many organizations. To survive in a turbulent and dynamic business environment organizations have to adopt competency based human resource management practices, which are vital to productivity and performance excellence. Human Resource Management in the organization have to give keen importance to these process since competency determine the organization effort to compete with quality and quality. Employees in the organization are more concerned about their advancement in their career. In addition to the competency consideration career also to be considered by the Human Resource managers in the individual planning level. Career-based and competency-based approaches of Human Resource Management have productive result in the productivity and business surplus in many organizations. Human Resource Managers have to look more in the area of CCHRM (Career Competency – Based HRM) effort as a panacea to productivity and quality assurance in the wake of acute business competition.

† Roopashree Ramakrishna – ‘Mapping Competencies for Success’ Faculty Vasavi Vidyanikethan Institute of Management, Technology & Research, Bangalore – May 16, 2006.

Over the past 10 years, human resources and organizational development 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.

Now a day's all management schools and definitely those specializing in HR train the students in competency mapping. Any masters in management or social sciences or an
employee with equivalent training and experience can develop these competencies. Conceptual knowledge and training of business is important. Familiarity with Business, Organizations, Management and Behavioral Sciences is useful. HR Managers, Management Graduates, Applied Psychologists are quite qualified to do this. Then, what is competency mapping?

It is about identifying preferred behaviors and personal skills that distinguish excellent and outstanding performance from the average. Competency is something that describes how a job might be done, excellently; a competence only describes what has to be done, not how.

Training &Productivity – ‘Employers, Training & Enterprise’, International Labour Organization, webmaster@cinterfor.ILO – 26th July 2006

One of today’s concerns of countries and enterprises is centered upon the increase in competitiveness as a means of entering the global economy. Competitiveness is based upon the concept of productivity, which is in turn very closely linked to training. The rapid development in communications and technology forces enterprises to continuously adapt to them, taking knowledge as a key asset they must have in order to remain competitive knowledge plays a role that becomes more and more crucial, it’s also necessary to have a solid information, learning and adaptation basis. Knowledge is a vehicle to enhance inventive ability through the investment in research and development. Research is translated into new products, production techniques, new inputs and continuous quality improvement that allow maximizing resources and reducing costs, with the subsequent improvement in competitiveness.


Indian organizations are becoming world class both in terms of size and performance. Therefore, there is a greater need to become superior in performance consistently. Quality is becoming the hallmark for both products and services. Indian and multinational organizations are increasingly becoming quality conscious and try to deliver high quality products and services to customers. Quality delivery which was the property of General Electric, Ford, General motors, Xerox and AT&T had become the buzzword in many corporate circles in India as well. From Software major Infosys to Automobile giant Mahindra are adopting best in class technologies, borrows and adopt best ideas, incubate
and implement them as part of their corporate strategy.


Although most HR professionals draw a distinction between ‘competencies’ and ‘competences’, this is by no means universal and the two terms are often used interchangeably. ‘competency is now generally defined as the behaviors’ that employee must have, or must acquire, to input into a situation in order to achieve high levels of performance, while ‘competence’ relates to a system of minimum standards or is demonstrated by performance and outputs.

¶ Nafisa Habilbhai Kattarwala – ‘Competency Mapping: Creating a successful Road-Map for Effective leadership’ Training and Management Pg30 – September 2007

It is possible to enhance the efficacy of organizational leadership through mapping competencies so that the organization is able to identify the crucial competencies which impact leadership. HR has forever been duly concerned with getting the right person for the right job. This amazing search has led to several interventions like competency-based HR. the effectiveness of an organization depends on its people and its leaders, there has to be a linkage between the potential of the Human Resource of an organization and its performance.


Here the author tries to understand the meaning of competency and tries to find out ways of arriving at the underlying Attributes, Skills and Knowledge.


One of the most commonly used HR practice is competency based HR practice. Identifying and nurturing competencies in the organization enables better performance management as well as reward and recognition systems leading to career and succession planning programs.

Competency based HR practices can help organization in all HR systems and processes. The commonly used functional streams in HR that makes use of competencies as input
Competency Mapping

component. The knowledge industry is one which has developed solid competency based practice models and been using PCMM as one of the strong tool in IT Industry.

Suhasini. and Dr.U.Bhojanna – ‘Competency Mapping’ Training and Management, Pg- 34 – September 2007

This article stresses the importance of Succession planning and as a learning process. The author insists that the CEO should play a crucial role and insist on high quality assessments and consistent follow-through with the process selected.


As the economy booms, companies are scrambling to find, and retain talent. With the economy on fast track, these are heady times for large number of companies. Corporate sector across the globe already undergoing such massive transformation and the main climax of this game is yet to come. Global IT major such as Infosys and TCS has already announced their highly ambitious corporate restructuring programme with youngsters as the prime focus. Many other corporate houses are in the waiting list and gearing up for dramatic restructuring. Focus is very much clear, encourage Gen.X for higher and critical responsibilities. As a result, workplace dynamics is changing dramatically. Value systems of next generation workforce is undergoing massive change and this is the most significant change society is facing today.

In this article ironically, in this process the basic fundamental definition of "Best" employee is changing today in next generation companies. Many emerging factors are influencing in defining the "Best" employee. Traditional definition of "star performer" of the market or "best performer" of the competitors company no longer remains the "Best" employee in today's marketplace. While hiring, every organization in today's highly competitive marketplace is looking for this new breed of "Best" available candidate. Who is this new breed of "Best" employee? Companies are increasingly realizing that this new breed of employees present a significant opportunity to move the organization forward in carrying out their business plan.

Sharad Verma – ‘HR Competencies to meet business goals’ Director, Human Resources for SCT Software Solutions (India) - 2008

The effectiveness of the HR function in the modern times has been closely linked to its
Competency Mapping

alignment with business goals. All the critical HR functions—selection and recruitment, performance management, training and development, and compensation and benefits needs to be closely aligned with the business objects and help achieve them. Gone are those days when either these functions existed in isolation, justifying their individual goals or when they were driven purely by objectives divorced from business. Infact, used skillfully, the HR function can become a powerful business ally withal the people processes geared to make a difference to the business. This obviously required a fresh, "new age" looks at the personal competencies that are expected from an HR manager.

¶ Arunav Banerjee – “Linking Competencies to HR practices” QAI India - 2009

Competencies have been playing a crucial role in HR system over the last decade or more. However, most applications such as performance management and selection seem to use competencies as a substitute for skills only, diluting their use considerably. The proper use of competencies in HR systems need not only adequate competency mapping techniques, it also requires modification of the HR systems suitably to be able to link to the competencies.


Hiring, retaining, and developing scientists and engineers who are specialists in technical domain and simultaneously able to serve as managers is a major concern in specialized technology-based organizations today, especially in countries lacking a strong social science tradition such as India. Hr directors, when hiring, primarily look for specific domain competencies; they often have no access to tools for ascertaining managerial aptitude in greater depth.

Domain competence is something like grammar coded into brain, while performance is the use of that grammar under actual social (organizational) circumstances. Performance (use of competence) has a lot to do with how people relate to each other and the organization as a whole.

¶ Prof. R.K. Gupta, Director, Sobhagya Consultancy & Marketing Services-India, ‘The Competencies for 21st Century Manager’ – August 24, 2009

Never before there were so many challenges before the managers as are in 21st century. Not only the complexion of work force changing quickly but the environmental risk,
Competency Mapping

rapid technological changes, globalization forces acting on organizations, severe competitive environment and increasing demand on organizations by various stakeholders make the role of modern managers complex and stressful. The traditional theories of management that developed from time to time in the last 150 years including those from Adam Smith, Max Weber, Taylor, Fayol, Mayo and Peter Drucker and so on have given immense contribution to the management of organizations in the twentieth century.

However, modern challenges before managers give scope for identifying some competencies that are crucial for 21st century management. The traditional view of manager as boss is long extinct. The management practice has over the decades transformed from supervision to the service role. This article gives a bird's eye view of the various transformational roles of managers in the organization.


The title sounds paradoxical. A critical and realistic look at it will justify its importance. In our experience, as universally accepted, blockages stop leakages. The title is a metaphor from the field of water, but with a different connotation that blockages instead of stopping leakages lead to leakages. Blockages here mean hurdles and obstacles on the road to employees' effectiveness in an organization. When a talented employee leaves an organization, they do not leave as an individual. They leave with their education, experience, exposure, enlightenment, events and friends—other talented people. As a result, an organization loses its cutting edge.

The paper explains the factors that act as blockages. This is an empirical work. Data were collected from one hundred and seventy-eight IT Professionals regarding the factors that act as blockages and pave the way for the leaving of talent from an organization.

K. Murali Mohan and Dr. Sawitha Harikrishna - ‘Competency Mapping’ – A through fare – Sep 23, 2011.

The authors in the article say competency mapping is about identifying ideal behaviors and personal skills which distinguish exceptional and stupendous performers from the average workforce. Competency maps provide employers with concrete and objective information usable in all employment decisions.

For the business to achieve better it is imperative that the workforce are contented with each other, contribute to a good affinity and work in close coordination towards a common goal. People feel responsible and provoked to do good work and like their work rather than taking it as a burden.

Tony Robbins stated "Identify your problems but give your power and energy to solutions.". It is important that the human resource professional promotes vigorous employee relations at workplace to haul out the most excellent out of each individual, antagonism is indispensable but it should not prop up negativity or any kind of hostility among the employees. The human being taking care of the HR activities plays a key role in concerning all the employees into something prolific which would provide them an opportunity to know each other well.


This paper presents a brief outline on the various techniques used for competency mapping like the Behavioral event interview, STAR Technique, Repertory grid, Critical incident techniques, 360 Degree Feedback its benefits, use and application in organization.


Competency mapping is a process through which one assesses and determines one’s strengths as an individual and in some cases, as part of an organization. It examines two areas: emotional intelligence (EI) or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies and strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.
Competency mapping is important and is an essential exercise. Every well managed firm should have well defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placements and training needs identification. In performing or carrying out work, it is essential that the required job skills first be articulated. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. Yet often to perform well, it is not enough just to have these skills. It is also critical to complement the skills with the necessary knowledge and attitudes. The intent of this article is to trace the concept of competency mapping and its impact on HR practices.


He says a lot is going on in recent times on the issues of competency mapping. A lot of resources spent and consultants invited to do competency mapping. Increased manpower costs, need for ensuring that competent people man critical positions, and the need to be competitive and recognition of the strategic advantage of having good human resources have compelled firm to be more competency driven.

Srinivasa Rao Dasari – ‘HR concerns of the day’- http://www.freseconsulting.com

The author in his article “HR concerns of the day” writes about the main issues on the minds of HR managers, and the way they deal with them. Human resource (HR) as a function is fast changing since it works closely with senior management, business segments, line management and functional leaders in an IT organization. HR management is undoubtedly one of the major challenges ahead for Indian IT companies. The IT industry is already under stress on account of persistent problems like attrition, confidentiality, loyalty, etc., Managing HR in the knowledge-based industry is not a cake walk for the HR managers as it is a multi-task responsibility. In the present scenario, HR managers are performing a variety of responsibilities, earlier; their role was confined to
Competency Mapping

administrative functions such as looking after manpower requirements and maintaining rolls for the organization.

Now it is more strategic in keeping with the demands of the industry. We can't retain professionals only by paying higher salaries and offering attractive perks; that is not the best way. We need to create enthusiasm in their role, their work and the organization.


Over the past 10 years, HR and OD professionals have generated a lot of interest in the notion of competencies as a key elements and measure of Human Performance. Competencies are becoming a frequently-used written-about vehicle for organizational applications such as:

1. Defining the factors for success in jobs and work roles within the organization.
2. Assessing the current performance & future development needs of persons holding jobs and roles.
3. Mapping succession possibilities for employees within the organization.
4. Assessing compensation grades and levels to particular jobs and roles.
5. Selecting applicants for open positions, using competency-based interviewing techniques.

What has not been written about or explored as much over the past decade are the answers to the following two questions:

- How can career management professionals help prepare their individual clients to identify and present their competency strengths in various work or job search situations?

The answer to these questions is the basis of this article.


MAP (Managerial Assessment of Proficiency) is one of the most widely acclaimed and respected management assessment and skill building programs in the world! and for good reason. This is a proven tool for pinpointing and charting strengths and weaknesses, as compared to norms developed from over 80,000 managers and supervisors. MAP is THE
tool for identifying managerial strengths and developmental needs.

Managing to EXCEL provides a viable system for translating new learning into performance and excellence in the workplace. Participants then practice and apply the new skills via role play, case method, script analysis, games/simulations, self-inventories and other hands-on learning activities.


This article discusses the concept of management and talent, it tells why talent management is important; benefits, how to manage talent management in the organization and how these concepts, if managed properly enable the organizations to compete in the competitive world.


Innovation represents the core renewal process in any organization. If an organization wants to survive in today’s turbulent environment he should have to prepare for renewing the offerings and its delivery process to their stakeholders. Innovation gives two distressing conclusions- first, that most innovations which destroy the existing order originate from newcomers and outsiders to a particular industry, and second, that few of the original players survive such transformations.

So, here the question is not to innovate but how to implement the innovation successfully. This article identifies how organizations Managing innovation becomes one of the key strategic dimensions for organization of all the size and from all the sectors.

¶ M. Subramanian – Competitiveness the buzz word – in the global economy Faculty in Finance, RL Institute of Management Studies, Madurai, Tamil Nadu http://www.indianmba.com/Faculty_Column/FC30/fc30.html

Modern management has become a dynamic process seeking to align firms’ internal resources with the external environment. The extent, to which a firm is able to attain its objectives, depends critically on its ability to understand the opportunities presented and constraints imposed by its environment and respond with appropriate policies at the corporate and functional levels.

Kuvempu University
An interaction between business and industry in a global perspective has become imperative because of the need to upgrade regional technologies and maintain the competitive edge in the international markets. Today's consumer is more demanding than yester-years'. He is not content with the second best in technology and is reluctant to pay for a product or a service just because it comes from a particular region or a country. This, understandably, has led to business and industry across the world to make use of technologies and resources worldwide to upgrade their products and services.

Amit Bhute—'Future Through Competencies' HR Folks International
http://hrfolks.com

Here the author based on his study in Microsoft, feels that one issue to be determined is how the competency model might spread to product-oriented software developers within Microsoft. Many of the same competencies were obviously relevant in the product domain. As one way to accomplish this migration, Conway was working on how the competency model might be integrated into Framework, Microsoft's methodology for product development. Since Framework was also marketed externally, embedding the competency model within it might also create a demand for the competency model in other software companies.

Another unresolved issue was the relationship between the competency model and Employee and Management Development, part of Microsoft's overall human resources function. This group had supplied some of the competency descriptions used in the model, specifically some implicit ones (e.g., "team spirit," "intellectual horsepower") that were desired throughout Microsoft. Conway envisioned that the group would arbitrate disputes between supervisors and employees on competency ratings, and they would obviously help to define competencies and education linkages outside of the IT domain. But their specific role relative to the competency model had not yet been negotiated.

1.5 RESEARCH GAPS AND NEED FOR THE STUDY:

Research Gaps identification

- In earlier research too much emphasis was given on Managerial competencies and the technical competencies neglecting other skills.

- Earlier researches did not focus on designing the right tool or yardstick to assess
Competency Mapping

the performance and skill of individuals and consequently evaluate their worth to
the organization.

• Competency Mapping is an area which has been least explored in India.

• Research indicates differences in present skill sets and future requirements that are
linked to desired outcomes and organizational development.

• Creation of a valid, fair and unbiased competency profiles using which
management can recruit, select, train, develop and reward employees.

• Create a framework at both conceptual and experiential level to create and
implement advanced change management.

• Earlier research focused more on HR old Myths; with changing face of the
business and competition globally it has become important to concentrate more
on the new requirements for a competent Human Capital and in orientation
towards competency based growth in alignment with core competencies.

Managing the workforce to the level of organizational productivity is possible, rising to
its success is only when the right person is selected or a right person is created. Thus
manpower competency mapping is today’s buzz work and core of my research. Today is
the era of competition and there is a huge competition among the companies to be in the
number one position or to have as many as customers with them. In this race only those
who believed in the “Survival of the fittest” ideology have made it to the top.

For this the companies should hire the “Right man for the right job” and the person is to
be trained and developed. In order to do this, the only tool available for many is
“Competency Mapping”. It helps the organizations to know the strengths and weaknesses
of the employees and further it can think about improving them. Competency Mapping
not only creates a base for the employees but also to the organizations for further
development in terms of monetary and non monetary benefits. As every person can put
his maximum only when his skills are appropriate with the skills needed by the
organization and this gap if, can be filled with the implementation of competency
mapping philosophy.
Research indicates that:

- Source of 50% of job performance problems is that people are in the wrong job.

- 25% of on-the-job performance problems are the inability to identify the ‘gaps’ between the competencies of the person and the requirements of the job. Thus, competency mapping has become an evident tool for many of the organizations to stay on top and be competitive in this cut throat competition.

1.6 OBJECTIVES OF THE STUDY:

*Competency mapping* is a process through which large organizations frequently employ some form of capability measurement to understand how to most effectively employ the competencies and strengths of workers. The current study is undertaken to understand how competency mapping is used to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality of work.

The specific objectives of this research are:

1. To understand the concept of competency mapping in today’s business environment. This research is undertaken to enhance understanding of this subject by doing an in-depth study of the conceptual aspects of competency mapping.

2. To understand the problems associated with competency mapping and its effective implementation in IT industry.

3. To build expected scores of competencies by assigning values to different skills across different levels of management.

4. To measure the levels of different aspects of competency (namely, Job Performance Skills, Communication Skills, Teamwork, Leadership and Personal Qualities) among:
   a) Gender
   b) Different levels of management (Low Level Management, Middle Level Management, High Level Management), and
   c) Different firms

   This will form the basis to perform a gap analysis.

5. To gauge the training and development needs of these departments as recognized by
the employees based on their self assessed competencies.

6. To suggest to the managements of the companies, about those employees who need major/minor improvements in different competencies, or, are competent to move to the next levels as they either meet or exceed expectation.

1.7 SIGNIFICANCE OF THE STUDY:
Competency Mapping is increasingly used in the organizations to determine the crucial elements and activities. The basic reasons due to which the mapping of the competencies is done, and the benefits that this exercise will bring to the firms under study is of paramount importance. The current study will help these IT firms to know the competencies of their employees at different managerial levels. This in turn will lead to improved training and improved performance.

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

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

◆ If the competencies are determined for the given job, then the person whose career planning phase is taking place can consider those competencies and can be ready for the same.

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

◆ With the help of the competency mapping the individual can alter the style of work where the gap exists.

◆ 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.

◆ 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.

◆ Helps the individual to determine the areas where the development is required and thus leads the individual to develop a self development plan.
Competency mapping leads the individual to understand the actual position and the gap from the desired status of work. This will help in career planning of the individuals in the organization.

1.8 RESEARCH METHODOLOGY:

DATA SOURCES:

Methodology is the systematic method or an activity which is used to collect the information required to complete this research work. The data collected for the research is of two types:

1. Primary data

2. Secondary data.

Primary data is collected through Survey Method by administering questionnaires to various employees of the selected IT companies, i.e., The Top Level, Middle Level and Low Level Employees. A structured questionnaire was prepared and distributed to the respondents. The questionnaire contained Close Ended Questions. The questionnaire was developed with the help of Face-to-Face Interview Method with the Employees of the firms. The purpose was to identify various components of every competency that was required, their importance for different levels of management, factors hindering effective implementation of Competency Mapping and various problems encountered while its implementation.

Secondary data was collected for proper understanding of the concepts and significance of competency mapping in IT industry. Secondary data include information made available by business, government sources, commercial marketing research firms, and computerized databases. Secondary data was collected from various sources like-

- Books, Magazines, Company catalogues and Annual Reports of companies
- Magazines, Journals like Week, Business world, Training and Management, etc.
- Internet sites and search engines like www.google.com, www.wikipedia.com, www.altavista.com, LinkedIn HR & Talent Management Executive, CiteHR Human Resource Management etc...
- Published articles from The Week, Business world, Indian Management, Harvard
Competency Mapping

Business Review and case studies from internet were used for reference.

SAMPLING DESIGN:

Sampling design is the method, procedure or plan drawn up before any data is collected to obtain a sample from a given population. It is also known as sampling plan or survey design using which the sample size is selected. This sample is based on Simple Random Sampling Method and the sample is selected on a random basis from the database of employees of selected 5 IT companies.

SAMPLE SIZE:

The sample size taken from the lower level management is 300, the sample size taken from the middle level management is 150, and that of the Top level is 50. Because of lack of time this sample size is small and this is not a perfect representation of the whole group, i.e., all the employees of IT Industry.

TOOLS USED FOR DATA ANALYSIS:

1. DESCRIPTIVE ANALYSIS: Summary statistics using totals and percentages were used for qualitative information. Simple statistical tools like averages, standard deviation and coefficient of variation used to describe the basic findings of the research. Line diagrams, pie charts and bar diagrams were used for depicting the basic findings of the research.

2. INFERENTIAL ANALYSIS: MS Excel and SPSS (Statistical Package for the Social Sciences) were used for data mining, coding and statistical analysis.

▲ Correlation analysis: was used to check the presence or absence of the relationship between different competencies. But, as the data in the current study is collected using the likert scale, and is of the ordinal type, Karl Pearsons correlation is used. Test of significance was conducted to check if the relationship between those competencies were significant.

▲ Analysis of variance: In statistics, analysis of variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form ANOVA provides a statistical
Competency Mapping

test of whether or not the means of several groups are all equal, and therefore generalizes t-test to more than two groups. ANOVA is useful in comparing two, three or more means based on one independent variable (or factor). ANOVA was used to explain the differences between means of skill scores and various factors like gender, levels of management and firms.

1.9 HYPOTHESIS:

Hypothesis testing discerns the effect of one factor on another by exploring the relationship's statistical significance. A scientific hypothesis is a proposed explanation of a phenomenon which still has to be rigorously tested.

To get a statistical significant result of the objectives, the following null hypotheses were set up.

1. **H1**: There is no difference in the competency means across genders. This hypothesis can be rewritten for all the individual competencies as follows:

   - **H1A**: There is no difference in the Job Performance Skills means across genders.
   - **H1B**: There is no difference in the Communication Skills means across genders.
   - **H1C**: There is no difference in the Team Work means across genders.
   - **H1D**: There is no difference in the Leadership means across genders.
   - **H1E**: There is no difference in the Personal Qualities means across genders.

2. **H2**: There is no difference in the competency mean scores across levels of management. This hypothesis can be rewritten for all the individual competencies as follows:

   - **H2A**: There is no difference in the Job Performance Skills means across levels of management.
   - **H2B**: There is no difference in the Communication Skills means across levels of management.
   - **H2C**: There is no difference in the Team Work means across levels of management.
   - **H2D**: There is no difference in the Leadership means across levels of management.
management.

H2E: There is no difference in the Personal Qualities means across levels of management.

3. **H3:** There is no difference in the competency mean scores across firms. This hypothesis can be rewritten for all the individual competencies as follows:

- **H3A:** There is no difference in the Job Performance Skills means across firms.
- **H3B:** There is no difference in the Communication Skills means across firms.
- **H3C:** There is no difference in the Team Work means across firms.
- **H3D:** There is no difference in the Leadership means across firms.
- **H3E:** There is no difference in the Personal Qualities means across firms.

4. **H4:** $r(\text{job performance})=r(\text{Communication skills})=r(\text{Leadership skills})=r(\text{Personal qualities scores})=0$

### 1.10 SCOPE OF THE RESEARCH:

The following IT companies are considered for research.

Table 2 – List of Companies taken for research

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Companies</th>
<th>No. of Employees taken for research at Various Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Top Level</td>
</tr>
<tr>
<td>1.</td>
<td>CSC - Computers Sciences Corporation – Hyderabad</td>
<td>10</td>
</tr>
<tr>
<td>2.</td>
<td>Prospecta Technologies – Visakhapatnam</td>
<td>06</td>
</tr>
<tr>
<td>3.</td>
<td>Capgemini – Bangalore</td>
<td>12</td>
</tr>
<tr>
<td>4.</td>
<td>ITC-Infotech - Bangalore</td>
<td>10</td>
</tr>
<tr>
<td>5.</td>
<td>Wipro Technologies – Bangalore</td>
<td>12</td>
</tr>
</tbody>
</table>

Source: Field Survey
Computer Sciences Corporation:

Company Overview:
CSC is a leading information technology (IT) services company. CSC’s mission is to be a global leader in providing technology-enabled business solutions and services.

With approximately 90,000 employees, CSC provides innovative solutions for customers around the world by applying leading technologies and CSC’s own advanced capabilities. These include systems design and integration; IT and business process outsourcing; applications software development; Web and application hosting; and management consulting. Headquartered in Falls Church, Va., CSC reported revenue of $16.5 billion for the 12 months ended March 28, 2008.

CSC started its operations in India in 1991. With centers in Noida, Indore, Hyderabad, Chennai, Mumbai, Bangalore and Vadodara, and approximately 19,000 employees, CSC is one of the fastest growing IT services firms in India. CSC’s strong local presence enables the company to offer high-value technology solutions and a rich portfolio of services to customers across industry segments, including applications development and product support, infrastructure and BPO services, to clients worldwide. CSC in India is consistently recognized in “best employer” award categories and houses the company’s first Office of Innovation outside the U.S.

About CSC India:
CSC’s operations in India started in 1991. Today it is one of the fastest growing IT services companies in India, recording a CAGR of 75% for the past 4 years. With development and delivery centers in Noida, Indore, Hyderabad, Chennai, Mumbai, Bangalore and Vadodara, CSC’s operations in India are the second largest for CSC globally.

CSC’s mission is to help clients achieve strategic goals and profit from the use of Information Technology. CSC India offers applications services, product development and support services, infrastructure services, IT outsourcing and BPO services to clients worldwide. With a winning combination of strong functional knowledge, in-depth technological expertise, uncompromised process rigor and world class industry standards
Competency Mapping

and compliance in place, CSC India has consistently built upon its experience to deliver business results in the global information technology marketplace, thus earning the trust of some of the world’s biggest organizations.


CSC has also been adjudged the 5th Fastest Growing Company in India, as per Dataquest-IDC Top 50 Fastest Growing Companies 05-06 and houses the company’s first Office of Innovation outside the U.S.

<table>
<thead>
<tr>
<th>About CSC</th>
<th>CSC India: The Edge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fortune 200; $16.5 billion</td>
<td>2nd largest location for CSC globally</td>
</tr>
<tr>
<td>90,000 people in 92 countries across 6 continents</td>
<td>Over 16,000 people</td>
</tr>
<tr>
<td>Acquired over 65 companies in the past 20 years</td>
<td>Growing at 75% each year for the past 4 years – twice IT industry growth</td>
</tr>
<tr>
<td>Workers in 34 languages and over 15 verticals</td>
<td>Presence in 7 cities in India</td>
</tr>
<tr>
<td>Worked with over 200 fortune 500 clients</td>
<td>Rated as a preferred employer</td>
</tr>
</tbody>
</table>

Source: Company Catalogue

Ø PROSPECTA TECHNOLOGIES:

Company Overview:

Prospecta Technologies is a software consulting and product firm serving the industry for many years. We have strong fundamentals in good software practices, application development, onsite consulting, off-site consulting and offshore development. We do application development, consulting in a very methodical process for successful execution time.

Prospecta – derived from a Spanish language is to look forward. And yes we look forward to be able to serve our esteemed clients, we look forward to provide challenging
opportunities to our employees and we look forward to serve the community by adapting clean & green policies. How we do this - Quality people, effective solutions, repeatable processes and good products and great experience - roots that run deep, this is Prospecta Technologies. Founded to deliver higher-quality products and solutions, Prospecta has grown into one of the few firms that can deliver quality resources, application solutions and outsourced services.

Our service offerings are varied, and straddle many different industries, such as healthcare, finance, banking, insurance, telecommunications and transportation. Our clients include small, medium and large companies, and our consulting engagements vary in a broad range of solutions in SAP, Oracle, Microsoft and Java technologies.

CAPGEMINI:

Company Overview:
Capgemini is one of the world's leading management consulting, IT services, outsourcing, transformation and professional services companies. Founded in Grenoble, France in 1967 as a data processing and enterprise management company, Capgemini has grown to become one of the largest consulting firms in the world, with more than 100,000 employees in 36 countries. Capgemini is the largest supplier of information services in Europe, delivering transformation and improved performance to businesses across the sectors.

In 2000, the company acquired Ernst & Young Consulting, and in 2002 it re-launched its Sogeti brand. Sogeti is now Capgemini's subsidiary, a Brussels-headquartered company focused on delivering IT services adapted to local requirements in terms of infrastructure, applications and engineering.

The acquisition of Ernst & Young Consulting provided Capgemini with a strong foothold in North America. It continues to make strategic acquisitions, mainly buying smaller IT consulting and services businesses, and fortifying its position on markets worldwide.

Careers at Capgemini:
Capgemini recruits consultants at all stages of their careers in five major areas of operations: Capgemini Consulting, Technology Services, Outsourcing Services, Financial Services, and Local Professional Services. Opportunities for promotion are determined
by performance, skills, and the level of responsibility a consultant is willing to take on.

Company culture is one of Capgemini’s many strengths. Many employees report friendly atmosphere and approachable and supportive co-workers. The hours are not as long as in most other consultancies, and the company aims at having everyone in the office on Friday – as opposed to staying at the client’s site the whole week. With weekends free and night shifts rare, Capgemini’s work-life balance resembles working in industry. Although technology-based, Capgemini’s work tends to be diverse and exciting and it is not confined to SAP implementation and similar technical work that other IT consultancies thrive on.

Capgemini’s organizational structure:

Capgemini divides its services into four disciplines: Consulting Services, Technology Services, Outsourcing Services, and Local Professional Services (delivered through Capgemini’s wholly owned subsidiary Sogeti). The consulting roles are divided across several more or less standard levels: Analyst Consultant and Consultant for graduates and young professionals, and Senior Consultant, Managing Consultant and Principal Consultant for experienced hires. Capgemini’s sectors of activity are: Utilities, Manufacturing, Retail, Chemicals Financial Services, Consumer Products, Media & Entertainment, Life Sciences, Distribution & Transportation, Public Sector Telecom, and High Tech Energy.

The perspective:

Capgemini is a strong brand, especially in Europe, and it is constantly working on getting stronger. It is a good company to work for a number of reasons other than looking good on a consultant’s resume. Promoting employee development is one of Capgemini’s key goals and values.

Working for Capgemini enables consultants to make many important contacts, including top experts and mentors who help them develop and learn new skills. While pay rises and promotions do not come very quickly, Capgemini trains its consultants well and provides them with many opportunities to work with high-profile clients across different industries.
Company Overview:

Wipro Ltd (NYSE:WIT)\(^3\) is a global information technology, consulting and outsourcing company with 140,000 employees serving over 900 clients in 57 countries. The company posted revenues of $7.37 billion for the financial year ended Mar 31, 2012. Wipro helps customers to do business better leveraging our industry-wide experience, deep technology expertise, comprehensive portfolio of services and a vertically aligned business model. Our 55+ dedicated emerging technologies 'Centers of Excellence' enable us to harness the latest technology for delivering business capability to our clients. Wipro is globally recognized for its innovative approach towards delivering business value and its commitment to sustainability. Wipro champions optimized utilization of natural resources, capital and talent. Today we are a trusted partner of choice for global businesses looking to 'differentiate at the front' and 'standardize at the core' through technology interventions. In today's world, organizations will have to rapidly reengineer themselves and be more responsive to changing customer needs. Wipro is well positioned to be a partner and co-innovator to businesses in their transformation journey, identify new growth opportunities and facilitate their foray into new sectors and markets.

Milestones: Wipro, one of the world's most trusted brands, is a name with a long history. Here's a snapshot of our journey to date:

\(^1\) Established in 1945 as Western India Vegetable Products Limited in Amalner, Maharashtra
\(^2\) IPO for capital in February 1946
\(^3\) Ventured into the fledgling IT industry in 1981
\(^4\) Established software products and exports subsidiary, Wipro Systems Ltd. in 1983
\(^5\) Pioneers in marketing indigenous Personal Computers in 1985
\(^6\) Established a Joint venture with GE in 1989
\(^7\) Entered IT services in the 1990s - we were among the pioneers in developing the ODC (Offshore Development Center) concept

\(^3\) [http://www.wipro.com/about-wipro](http://www.wipro.com/about-wipro)
Competency Mapping

- Software business assessed at SEI-CMM Level 5 in 1998
- Listed on NYSE in 2000 (NYSE: WIT)
- The first company in the world to be assessed at PCMM Level 5 in 2001
- Entered the BPO business in 2002
- Entered the Eco-energy business in 2008

Wipro Limited *(formerly Western India Products Limited)* (NYSE: WIT, BSE: 507685) is an information technology (IT) consulting and outsourcing service company located in Bangalore, Karnataka, India. As of 2012, the company had 140,000 employees in 54 countries. Wipro is the second largest IT services company in India. Its subsidiary, Wipro Enterprises Ltd., offers consumer care, lighting, healthcare, and infrastructure engineering.

- In February 2002, Wipro became the first software technology and services company in India to be certified for ISO 14001 certification.
- Wipro also achieved ISO 9000 certification to become the first software company to get SEI CMM Level in 2002.
- Wipro Consumer Care and Lighting Group entered the market of Compact Fluorescent Lamps, with the launch of a range of CFL, under the brand name of Wipro Smartlite.
- As the company grew, a study revealed that Wipro was the fastest wealth creator for 5 years (1997–2002). The same year witnessed the launch of Wipro’s own laptops with Intel's Centrino mobile processor.
- Wipro also entered into an exclusive agreement with the owners of Chandrika for marketing of their soap in select states in India.
- It set up a wholly owned subsidiary company viz. Wipro Consumer Care Limited to manufacture consumer care and lighting products.
- In 2004, Wipro joined the billion dollar club. It also partnered with Intel for i-shiksha.

http://en.wikipedia.org/wiki/Wipro

Kuvempu University
The year 2006 saw Wipro acquire eMango Inc., a US based Technology Infrastructure Consulting firm Enabler, and a Europe based retail solutions provider.

In 2007, Wipro inked a large deal with Lockheed Martin. It also entered into a definitive agreement to acquire Oki Techno Centre Singapore Pte Ltd (OTCS) and signed an R&D partnership contract with Nokia Siemens Networks in Germany.

The year 2008 saw Wipro’s foray into the clean energy business with Wipro Eco Energy.

In April 2011, Wipro signed an agreement with Science Applications International Corporation (SAIC) for the acquisition of their global oil and gas information technology practice of the commercial business services business unit.

The year 2012 saw Wipro make its 17th acquisition in IT business when it acquired Australian analytics product firm Promax Applications Group (PAG) for $35 million.

**Wipro Business Units: Wipro IT:**

Wipro Technologies, the global IT business of Wipro Limited is a leading Information Technology, consulting and outsourcing company with a comprehensive portfolio of services and an organization wide commitment to sustainability and innovation. The IT Products segment sells a range of Wipro personal desktop computers, Wipro servers and Wipro notebooks. It is also a value added reseller of desktops, servers, notebooks, storage products, networking solutions and packaged software for international brands. Wipro entered into the technology business in 1981 and has over 130,000 employees and clients across 54 countries today. IT revenues stood at $ 5.9 billion for the year ended March 31, 2012 with a repeat business ratio of over 95%. The business model at Wipro Technologies Ltd is an industry aligned customer facing mode which gives greater understanding of customers’ businesses to build industry specific solutions.
ITC Infotech: Company Overview:

ITC Infotech, a global IT services company, is a fully-owned subsidiary of ITC Limited, the US$ 7 billion diversified conglomerate. ITC Limited is rated among the ‘World's Most Reputable Companies’ by Forbes magazine and among ‘India's Most Valuable Companies’ by Business Today.

Business: ITC Infotech is committed to deliver end-to-end IT solutions and services to its customers worldwide. We integrate our vast experience across industry sectors with world-class technology and state-of-the-art infrastructure to offer business-friendly solutions across industry verticals that include:

- Banking, Financial Services & Insurance (BFSI)
- Consumer Packaged Goods (CPG)
- Hospitality
- Manufacturing
- Media & Entertainment
- Retail
- Travel
- Transportation & Logistics
- Life Sciences

ITC Infotech advantage: ITC Infotech has established itself as a key player in the offshore arena with the rare advantage of having both domain expertise and astute business proficiency. We engineer business solutions that address our customers pain areas and couple this skill with a robust offshore delivery infrastructure and quality process maturity. Converged focus of the top management and flexibility in relationship is part of every strategic partnership we embark on. Best of breed talent, paired with global and multicultural flavour, makes us a cognizant and versatile organization.

- Expanse of operations: Headquartered in Bangalore, India, with wholly-owned subsidiaries in UK and USA, ITC Infotech services Fortune-listed customers across North America and Europe. We have established a service delivery footprint across more than 140 countries worldwide. We provide comprehensive solutions through dedicated development centre, offices, and delivery centers in North America, Europe and Asia Pacific, in addition to two delivery hubs in Bangalore and Kolkata.

People practices: ITC Infotech is an equal opportunities employer and this policy applies to all areas of employment, including recruitment, hiring, job assignment, compensation, promotion, discipline, termination, and access to benefits and training.
**Competency Mapping**

**Diversity:** Being a global IT services and solutions company, we value the diversity of the markets in which we operate. Diversity, hence, is an integral part of our talent management strategies. Accordingly, ITC Infotech does not unlawfully discriminate on the basis of race, color, religion, sex, (including pregnancy, childbirth or related medical conditions) national origin, ancestry, age, medical condition, physical disability, mental disability, family care status, veteran status, marital status, sexual orientation, gender identity, genetics information, or any other basis prohibited by law.

**Gender inclusivity:** We support gender diversity and provide a work environment which nurtures talent. Some of our initiatives include maternity benefits, late night transportation, round the clock security etc... We seek to enhance equal opportunities for men and women, and prevent/stop/redress sexual harassment at the workplace.

**Disability:** At ITC Infotech, we have created a robust infrastructure to facilitate smooth functioning for our differently-disabled employees and reasonable effort is invested in accommodating any special needs. We endeavor to create facilities which complement our ethos of empowering our employees to help them realize their potential.

**1.11 LIMITATIONS OF THE STUDY:**

Every study has its set of constraints and limitations. This study on “Man Power Competency Mapping” also has its set of constraints and limitations. They have been listed as follows:

1. The study was confined to a selected number of employees from IT industry.
2. The study was basically conducted in the present situation of various companies with respect to IT Industry in Karnataka and Andhra Pradesh States only.
3. The information relating to the employees has been given by the employees themselves. They have rated their own behavioral and technical skills. As a result of which some of the information given by the respondents may be biased.
4. The study contains 50 components grouped in 5 competency heads. Studying all 50 components individually is not feasible and would not add much value. Thus, there is a risk of ignoring some very prominent component.
5. As the averages of all competencies form the basis of analysis, and it is a single value representing a group of values, the problem of central tendency might
adversely affect the results.

6. The opinions given by respondents of selected companies might not suit all the other companies in the Industry.

7. The employees were not aware of the meaning and importance of competency mapping. They were also apprehensive of the need for mapping the competencies, the benefits that it would bring to an individual or organization. So, during the research, a lot of time was spent on explaining the benefits of competency mapping.

1.12 CHAPTER SCHEME:

Chapter 1: It is titled as Introduction and Research Design. It contains introduction, problem statement, literature review, objectives of the study, research methodology, scope of the study and limitations of the study.

Chapter 2: It is titled as Theoretical Review-Man Power Competency Mapping. It deals with the history of competency mapping, strategic human resource management, basic competencies required by professionals to excel in any profession, competency framework and modelling.

Chapter 3: It is titled as Competency Mapping in IT Industry. It deals with concepts like job performance skills, communication skills, team work skills, leadership skills how they impact performance of individuals in the organization.

Chapter 4: It is titled as Analysis and Interpretation. It deals with setting standards for performance, checking changes in performance parameters, test of statistical significance and gap analysis.

Chapter 5: It is titled as Major Findings, Suggestions and Conclusion.

Appendix – 1: Questionnaire

Appendix – 2: Competency Dictionary

Appendix – 3: Bibliographies