EXECUTIVE SUMMARY

Competency mapping as a process in an organization has made big strides in the corporate world. The reasons for its rapid growth are the immense benefits derived by the organizations using it. The current article seeks to examine the relationship of Competency Mapping towards Organizational Growth and Success. The objectives of the article include: Determination of important elements of Competency mapping as ranked by CEOs and HR Heads; Difference in the perceived and current rankings as given by CEOs and HR Heads to various elements of Competency mapping; To examine the perception of Departmental Heads with respect to various aspects such as overall utility of data, the implementation, the setting up, the evaluation and the utility of data in competency mapping and finally the impact of Competency Mapping towards organizational growth and success along with the employees perception towards the implementation of Competency Mapping in their organization.

This research study is exploratory and the research design employed is a survey. Four sets of questionnaires were used as a tool for data gathering. The respondents of the survey included CEOs, HR Heads, Departmental Managers and Employees from seven different organizations namely Advertising, Finance, FMCG, IT, Manufacturing, Pharmaceutical and Retail.

The article is divided into Five Parts. The Part I of the present research was carried out to gain an overall understanding of the significance ranked to the various elements of Competency Mapping by the CEOs and HR Heads. Part II of the research was carried out to explore the present and perceived ranking by the CEOs and HR Heads with respect to the various elements of competency mapping. Part III of the research was carried out to find the current and perceived ranking within the CEOs and within HR Heads with respect to the various elements of competency. In Part IV of the present research, the researcher attempts to find out the perceptions of Departmental Managers with regard to various aspects of Competency Mapping. In Part V, the researcher tries to find out the impact of competency mapping on organizational growth and success along with the Employees perception towards implementation of
Competency Mapping in their organization which also involved gathering information pertaining to organizational performance and growth indicators from financial statements like balance sheets and profit and loss statements (either shared by the organization and in the case of non-sharing organizations, data was collected from the public domain).

From the research findings it was evident that the CEOs and HR Heads have different perceptions with respect to the ranking of the various elements of Competency Mapping. Though there is a difference in the current and perceived ranking given by the CEOs and HR Heads, there is only a marginal difference in the perceived and current ranking given within CEOs and within HR Heads. However, with respect to perceptions of Departmental Managers to various aspects of Competency Mapping, the organisation in particular plays a significant role. Lastly, the Employees perceive competency mapping as a successful tool in developing their skills.

However, the major findings of the research reveal that there has been significant improvement in organizational performance and growth parameters such as Turnover, Debtors Turnover, Net Sales Growth, Profit After Tax and Earning Per Share post Competency Mapping Implementation. The only parameter on which organizations implementing Competency Mapping did not fare well happens to be ROCE.

The research clearly and strongly indicates that implementation of Competency Mapping has led to growth and profits for organizations across sectors. The unequivocal message of the research is that organizations seeking to survive and grow in a world market of intense competition should necessarily exercise the Competency Mapping process to reap benefits at the level of organization as well as at the level of the individual.