CHAPTER-II
REVIEW OF LITERATURE

2.1 INTRODUCTION:
A Literature review is a body of text that aims to review the critical points of current knowledge and/or methodological approaches on a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work.

Most often associated with academic oriented literature, such as theses, a literature review usually precedes a research proposal and results section. Its ultimate goal is to bring the reader up to date with current Literature on a topic and forms the basis for another goal, such as future research that may be needed in the area.

The review of literature relevant to this study resides in the conceptual foundation of existing work related to competencies required to effectively lead the human resource function. Thus these reviews are collected to support the study.

2.2 REVIEW OF LITERATURE

Ashworth and Saxton (1990)\(^1\) in their studies ‘Competence Journal of Further and Higher Education” explained that framing competencies as outcome can ignore the mental and personal processes that are utilized in developing and exhibiting skills and utilizing knowledge. Some idiosyncratic competencies that can assist a person in being success in their job or contributing to the competitiveness of an organization may be overlooked if the competency model solely is used to strategically select only staff that fit this model and do not rely on developmental resources to facilitate acquisition of competencies where a gap exists.

Brewster and Smith (1990)\(^2\) conducted an extensive survey to find out “Corporate Strategy: A No-Go Area for personnel?” in Germany, France, Spain, Sweden and UK explored the key trends in strategic human resource management issues. The study focused on five areas such as personnel represented at corporate decision making
board level, personnel involvement in corporate strategy, personnel strategy and their relationship with corporate strategy and the changing role of personnel. Results showed that 63% of the UK organizations have personnel specialists in their top decision making level whereas in other four European countries the percentage is somewhere above 75%. Personnel departments are found to be involved in formulating corporate strategies in almost 60% of the organizations in France and Sweden whereas other countries score low and similarly, they have more clearly stated HR strategies also. A significant trend change is seen in HR roles in this direction.

**Towers Perrin (1992)** studied “Priorities for a competitive Advantage, An IBM Towers” conducted in 12 countries with 2,961 individuals – line executives, HR executives, faculty and consultants – provided valuable information on the new and potentially stronger role of Human Resource Management in work organizations. Looking to the year 2000, both the line and HR executives agreed that a proactive and strategically oriented HR function would be critical. The respondents were asked about various attributes of the HR role through a series of six paired alternative choices concerning: operational vs. strategic matters, change, HR responsibilities; Employee vs. team focus; Internal Vs social issues focus etc., The response clearly showed that the current HR roles were not what they should be and both line and HR executives supported the concept of shared responsibilities between line managers and HR managers and the single greatest attribute of the HR staff would be the ability to educate and influence line managers on HR issues.

**Dubois (1993)** in his study titled “Competency-based Performance improvement: A strategy for organization change Amherst” describes about several learner – centered strategies for providing competency–based learning experiences that include simulations, business games, the case method process, computer – based learning tutorials, videotapes, CD-ROMs, books, coaching apprenticeship, and job rotation. For most of these strategies, the learner is active in the learning process and the competency or competencies are applied in real world; work experiences or scenarios. One national retail chain uses simulation training to orient new employees, instruct employees on core or foundational skills, and then train employees for advanced competencies.
Ulrich (1994)\textsuperscript{5} “Shared Services : Vogue or Value”, examined how HR functions were being transformed using in-depth interviews with more than 50 senior executives in 10 major corporations in US including American Express, IBM, Intel, Hewlett-Packard etc.. This study had showed that to be effective, HR professionals must achieve competencies in four domains – business mastery, change mastery and personal attributes in order to deliver high value added services effectively. Business mastery enables HR professionals to join the management team if they have general knowledge of finance, customer requirement, competitors, and other business processes. HR Mastery helps in designing and delivering HR practices aligned with each other and closely linked with business objectives. To serve as a change agent HR professionals need to develop competencies in interpersonal skills, problem solving and creativity. Beyond the technical skills in business, effective HR professionals must have credibility in the eyes of customers.

Maynard and Furlong (1995)\textsuperscript{6} in the study “Learning to teach and models of mentoring”, describes another competency based method of training that uses mentoring to instruct teaching students. In this instructional situation, competency models are used as a guide for systematic training or practical training. Agreed upon behaviors are modeled and coached, mentors provide feedback throughout the training process, and behavioral assessments occur through observation. A current ETA grant project with Western Governors University (WGU) is testing how a competency – based teacher education curriculum can train 200 quality rural teachers in the hard to fill disciplines of mathematics and science. Knowledge and Skills required of teachers is prescribed by national and regional accreditation bodies such as Distance Education and Training Council, Council for Higher Education Accreditation, Inter-Regional Accrediting Committee, Northwest commission on colleges and Universities, and National Council for Accreditation of Teacher Education. WGU describes the competency based approach utilized for their degree programs as follows:

“The competency – based education model requires a student to demonstrate their knowledge through carefully designed assessments, which measure progress in their degree program. The assessments (tests, assignments, etc..) are not easy but students can
progress toward their degree as rapidly as they can demonstrate their knowledge. WGU is the leading regionally – accredited university that grants degrees based completely on competencies – ability to demonstrate skills and knowledge through a series of assessments carefully designed to measure their knowledge of a field of study. The programs are not based upon required courses”. With competing demands of work, family, and/or other responsibilities adult students can set their own pace for earning their degree. Advantageous to the adult learner is that through initial assessments given upon or prior to enrolling at WGU, the competencies an individual currently possesses are determined. Based on this assessment, a mentor works with the individual to develop an Academic Action Plan that outlines the remaining competencies a student must achieve for their chosen degree of study. Using the competency model developed for that subject area of teaching, the path toward attainment of a teacher licensure or credential is mapped out.

Patricia K. Zingheim (1996)⁷, in the publication titled “Competencies and Competency Models: Does one size fit All?” discusses various models involved in the business strategy. Defining what the enterprise needs to do to thrive is essential. This definition subsequently is interpreted in terms of desired behaviors, outcomes and results people need to provide to help the strategy succeed. The role compensation plays is defined in the compensation strategy. Where competencies are part of the compensation strategy, organizations should explore the possible competency sources and select those competencies that fit their communication needs, strategic advantage comes from defining and executing competencies to provide advantage.

The researcher suggests that similarity exists among competency models. Because of this, competencies should be selected based on business needs and strategy. But, more importantly, they need to be defined and executed to provide unique competitive advantage. It is likely that some organizations will get more value that others from the transition to competencies where any given company stands on the source, definition and deployment of competencies can easily be a factor that contributes to organizational success.
**Yeung and Woolcock (1996)** had conducted a study “Identifying and developing HR competencies for the future” among the senior HR executives with the objectives of identifying the required competencies for the HR professionals by developing a competency model and to suggest measures for developing competencies to fill the competency gap. Executives participated in the study were drawn from leading corporate houses in USA. A majority of the HR leaders identified the following three competencies as critical and they are solid knowledge of business and business acumen, capacity to facilitate change, and influencing skills. Other competencies suggested by a few among them were technical HR expertise, Leadership, Organizational effectiveness, strategic thinking etc. They have also identified planning and Assessment, communication, Performance management, Training and Development, as effective measures for bridging the competency gap in organization.

**James, David & Karl (1997)** conducted a study “Proceedings of the Human Resources Planning Society” among senior HR and line executives to identify how strategic HR partnering is defined by the practitioners and to focus on the key strategic interactions or conditions associated with effective HR partnering. Results suggest that the HR participation in the strategic planning team and HR being held accountable for the business performance are strongly related to top management’s support. It seems that the best way to ensure HR has a place at the strategic planning table is to seek reciprocal top management participation in some key HR initiatives, HR is more likely to the approached by line management, when top management expects HR to initiate innovative work designs, corporate transformation and also to identify HR related constraints of corporate goal achievements etc., Further the study reveals that HR department need to project certain required characteristics like customer orientation, proactive change credibility etc. Overall the results suggests that the environmental pressures may create a felt need for strategic partnering, but HR still must earn the right to be included in the process as a full partner by directly addressing issues related to business competitiveness.

**Bail (1999)** emphasized “The changing requirements of the HR Professional – implications for the development of HR” the challenge that comes with HR moving into a more critical role at the management table is that expectations for in contributions also
increase. This challenge is made even greater because the requirements are not only changing, but are also growing. In addition to traditional HR disciplines, the HR function is now looked for expertise in designing organizations and organizational systems and for managing major changes to increase competitiveness. Such outcomes requires competency in strategic contribution and ability to deliver HR services.

Caldwell (1999)\textsuperscript{11} conducted an empirical study “The changing roles of personnel managers: old ambiguities, New uncertainties” and compared the new typology that differentiated four personnel roles from the UK perspective advocated by Storey (1992) and the same identified from US perspective by Dave Ulrich (1997). The survey was based on postal Questionnaire to personnel and HR managers in 350 companies in UK, of which 98 companies reported to the survey. Respondents were asked to specify their prominent personnel roles in their organizations based on the four role suggested by storey. Study revealed that majority found advisor role as their main role, followed by service provider, regulator and change agent. Further regarding the multiple aspects of HR roles, 38 respondents reported that they had no specific major role, showing the multifaceted and complex nature of HR roles and how difficult it is to fit within fixed boundaries. Storey’s typology was partly designed to capture the epical impact of Human Resource Management on personnel practice in the UK, Ulrich’s fourfold model of HR role is an insightful and sometimes persuasive exercise of reinvention from a US perspective.

Losey (1999)\textsuperscript{12} stated in her study “Mastering the competencies of HR Management”, that there is an emerging group of human resource personnel’s who see the opportunity to turn the human capital strategy into a long-term competitive strategy. He commented that in the 1990’s there was a wakeup call for the human resource profession. More than creativity and productivity from people part of the strategy is being creative and maximizing productivity is to possess the necessary competencies enabling these outcomes.
Alain J Gobbout (2000)\textsuperscript{13} conducted a study “Managing core competencies and the impact of knowledge management on human resource practice in leading edge organizations” on managing core competencies and the impact of knowledge management on human resource practice in leading-edge organizations. Dramatic changes in organizations are occurring, a large proportion of these changes place an emphasis on the development and use of intellectual assets and the development of core competencies. The key to this transformation consists in redefining the key concept of the job into a set of individual competencies and organizational units into core competencies architectures.

De Boratt Morris (2000)\textsuperscript{14}, conducted a study “Using competency development tools as strategy for change in the human resource functions” and explores issues in building implementing competency – based development tools for HR organizations in the midst of fundamental change. This includes a realistic appraisal of the critical design, marketing strategies and implementation success factor required for using competencies to articulate and faster understanding of a change effort.

James T.Kchenski and Donald H Ruje (2000)\textsuperscript{15} conducted a study on “Designing a competency based human resource organization”. He found that new organizing factors are emerging as HR professionals seek performance breakthroughs, with process and competency emerging possibilities to describe a competency based approach for designing a high performing HR organization.

Margaret, M.Heffernan and Patrick.E.Floor (2000)\textsuperscript{16} explored “Relationships in the study between the adoption of managerial competencies, organizational characteristics, human resource sophistication and performance in Irish organizations” with the Irish management Institute. A model was presented to illustrate the relationship between the adoption of competency – based Human resource management and a range of other characteristics. The Linkages to business performance are also explored. The final finding relates to organizational performance, organizations which are performing well are more likely to adopt competencies. This might also be interpreted as organizations which adopt competencies are more superior performers, although the
cross-sectional evidence presented here does not allow us to make this assertion with full confidence. Thus the researcher had feasibility to undertake the study.

**Lachnit (2001)**\(^1\) in an article titled “Why HR don’t get any respect? “Work Force”, reported the work done by Patrick M.Wright, chair of the HR studies Dept. of Cornell University and three other researchers, where they had prepared comparing HR’s perception of competence mapping’s effectiveness with line manager’s perception. The study was conducted at 14 companies involving HR and line executives. The results showed that “HR executives consistently gave themselves higher effectiveness ratings than did line managers, and the biggest gaps came in the most important strategic aspects of HR – its effectiveness in enhancing competitive position providing value added contribution, and building core competence.” According to Lachnit, Wright and his co-authors suggest that the results may be attributed to HR’s inability to effectively communicate with line managers.

**Lawler and Mohrman (2001)**\(^2\) conducted the study “HR as a strategic Partner : what does it take to make it happen” among senior HR leaders of 150 medium and large companies in USA focused mainly on the role of HR as a strategic partner. This was done with the objective of finding out the time spent on various HR roles by the professionals, changing skill requirements of HR leaders, extent of emphasis functionaries receive in the organization etc., The data collected were compared with similar studies conducted in 1995 and 1998. This study showed a significant increase (29%) in the number of organizations, where HR is playing a full strategic partnership role when compared to the number obtained in 1998. Similarly, in those organizations, HR functionaries were found to be giving more attention to a cluster of strategic HR functions. Further, a significant relationship is found between business partnering and effectiveness of HR departments in the organizations and also the proportionate time spent on those roles by them.

**Margerison (2001)**\(^3\), work “Team competencies”, a team competency model”, where he studied assessed performance’s dependence on nine competencies. Competencies not only exist for individual efforts but also for work functions that require team collaboration. With global competition and technological advances, organizational
success is depending more on team efforts. He found that a competency framework must be robust, dynamic, fluid, and flexible to change with technological, economic, and other changes. It should be re-evaluated and refined, along with the selection and other human resources tools developed and used with the competency model.

Mily Velayudhan T.K. (2001) conducted a study “Competency Mapping of the software employees”, St. Mary’s School of Management Studies” on competency mapping of employees and the researcher has collected data from 295 software employees. where in 145 employees where from cognizant Technology solutions (CTS) and the rest 150 respondents were from Hindustan Technology limited (HCL) and their competencies where studied in depth to bridge the gap of the lacking competency which would help the employees to outshine which would help the organization to lead its goal through its objectives. He found that organizations future will have to rely more on their competent employees than any other resource. It is a major factor that determines the success of an organization. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles.

The Human Resource competency study (2002) at the Michigan Business School included over 7100 respondents from 241 diverse companies that were distributed globally across a variety of industries. The respondents were from a mix of large, medium and small companies. Data were collected from three sources viz., self-evaluation of practicing HR professionals, internal clients or participating associates, and non HR associates. The findings of this study reveal that the aggregation of agendas and activities impacts business performance by approximately 10% statistically. In this study five major categories or domains of HR competencies emerged from HR professionals in high performing organizations. Of which the strategic contribution competency includes managing culture, initiating change and create market driven connectivity and
involvement in strategic decision making which together accounts for 43% of HR’s total impact on business performance. Regarding personal credibility competency, HR professionals must be credible to both their HR counterparts and business line managers whom they serve. The other three competencies highlighted in this study were the HR delivery, Business knowledge and HR technology competencies.

Singh (2002)\(^2\) conducted a study “HR competencies and roles in India. Research directions and suggestions for new millennium”, among the members of the National HRD Network chapters at major Indian cities, focused on the educational background of the HR practitioners, their competencies, roles and the extent of individual preparedness in terms of various competencies 184 members belonging to 7 major cities participated in the study 26 competencies based on the various HR functional skills have been ranked as important in the study. Three new competencies have been identified, which include understanding functions of business, awareness of technology change and project management skills. The ranking of roles based on the survey showed that the facilitator role, developer role and change agent role were ranked high whereas roles like training co-ordinator, administrator, and researcher roles have been ranked as not very important.

Mak and Aktar (2003)\(^2\) examined in the article titled “Human Resource Management practices, Strategic orientations and company performance” the relationship of Human Resource Management practices with strategic orientation and their impact on financial performance. The study was conducted among 63 public limited companies in Hong Kong through survey method. Result showed that strategic practices like job description, profit sharing and performance evaluation correlated positively with ROE (Return on Equity) whereas internal career planning, training job security, developmental performance objectives, participation in professional associations did not correlate with company performance. The study also examined correlation between these factors and other performance strategies including cost strategies, motivation strategies, quality and innovation strategies. Except for internal career opportunity, the other HR practices were associated with one or more strategic orientations.
Schoonover (2003) in the article titled “Human Resource Competencies for the new century, Schoonover Associates Inc” focused on the need of HR function better at two roles, where HR acts both as a more active contributor to the business team and a more innovative protector and developer of employees. The major HR function of the future were identified as developing a vision and value proposition to the whole organization, aligning focus of their efforts on more strategic outcomes and committing to an immediate competency development. He has identified the key HR roles as HR specialist, HR generalist, and HR strategist. Similarly HR competency framework supported by the author consisted of four major blocks, personal attributes, leadership and management competencies, HR core competencies and Role specific HR competencies.

According to La Marsh (2004) in “Building a strategic partnership and HR’s role of change manager”, The concept of “Strategic Partner” is one of the most challenging role for many HR professionals although they see it as a logical role for HR. The only way in which HR and the organization it serves will realize the benefit of strategic partnership is if HR plans to make such a change occur. HR must take the lead, understand and recognize the size and scope of the change management strategy. In this context, for HR to become a strategic partner, resistance is inevitable, and so the first step is to understand the resistance and the second is to determine what can be done to overcome the resistance.

Rothwell and Welling (2004) contends “Mapping Your future : Putting new competencies to work for you.” that the ETA competency Model clearing-house features a tool that allows the electronic creation and customization of competency models for the occupations available within an organization, with the future possibility of a feature that will connect competency models in order to build career pathways and lattices within an organization when designing this tool, ETA considered the value of its utility for the small business owner or human resources staff person with few resources for procuring vendors to develop competency model framework. By understanding the competency model for a position or organization the individual gains an awareness of the outputs or products or services delivered through the position and has a “destination for a learning
process”. Where there are gaps in acquisition of these competencies, an employee may experience difficulty in an interview or on the job. If training or development opportunities are not taken advantage of through their own initiate while preparing for employment or as prescribed by an employer once employed, and mastery is not accomplished, ineffective behavior or inaction usually results, competency models can be used to guide individual professional development, as well as educators and trainers in developing curricular that meets the needs of employers.

Delamare Le Deist and Winterton (2005) described “What is competence?” and how to prepare the workforce using competency models”. They proposed that the education is geared to the work role not the training role. An individual will be able to perform their role according to industry standards, not just know about the tasks and skills required to perform in the work setting. Finally, from a multi-dimensional holistic model of competence, where cognitive competencies, functional or work roles competencies, and social competencies are considered in unison, opportunities exist to prepare a worker for the needs of the workplace in a global economy.

Fairbairn (2005) conducted a case study “HR as a strategic partner, culture change” in American Express by using appropriate inquiry to ascertain the role of HR as a strategic partner. This study highlighted the role of HR as a strategic partner and how it has strengthened and renewed, American Express’s culture and its core values. The team has identified its core value that contributed to the company’s historical success. Employees were proud of company’s understanding brand and reputation and how the company conducts its business. They also cited number of reasons like working at the company, especially the spirit, teamwork and mutual respect, the work environment and opportunities for growth and advancement. Cultural forums were formed throughout the company to inculcate the value of the will to win and personal accountability for the company’s success. It was experienced that HR cannot lead a cultural transformation of the organization on their own and a strong partnership with business leaders are critical for success.
Meisinger (2005) studied for the society “The four C’s of the HR profession: Being Competent, Curious, Courageous and Caring about people” of human resource management (USA) to determine how the other non – HR executives perceive the HR profession. The author contends that successful HR professionals today and in the future must be competent, curious, courageous, and caring about people. The five domains suggested by Ulrich (1997) are identified in the area of competencies of HR professionals apart from other general competencies identified by others.

Deb (2006) stated that Human Resource Manager has to help all other functions to continuously upgrade their own systems, processes, practices, and skills by providing relevant internal and external training and expertise. He also explained that to keep upgrading the competencies of the human resources functionaries at all levels, in the formulation and implementation of human resources structures, systems, policies and practices dealing with individuals and collectives, as well as their dynamically updated knowledge of the business environment, others functions challenges and emerging human resources needs.

Graham and Tarbell (2006) in their study emphasized “The importance of the employee perspective in the competency development of Human Resource Professionals” the recent specification of HR competencies has the potential to influence the professional development of the practitioners and it is linked to both firm and individual success. HR professionals must meet and balance the expectations of wide variety of stakeholders, both internal and external. In this article authors explained the personal credibility appears to be the one which most clearly influence the relationship between the HR professionals and other stakeholders. Furthermore, credibility is central in the foundation upon which the professionals carry out their roles like employee advocate, strategic partner, functional expert, and human capital developer. It was found that stakeholders groups somewhat differently perceived the credibility concept. Employees heavily emphasis trust, superiors emphasized expertise and relationship and top management emphasized results. Assuming a balancing effort is possible and desirable in many organizations. It is likely that HR professionals would face a number of professional and emotional challenges in balancing the competing shareholders interests.
Authors used a broader competency set for HR professionals which may directly reflect on the interests of the multiple stakeholders.

Han, Jian and Chou, Paul (2006)\textsuperscript{32} studied empirically “The HR competencies – HR effectiveness link”. The relationship between HR competencies and HR effectiveness as perceived by line managers and employees in 39 Taiwanese high tech firms. Respondents included 182 senior executives, 152 HR managers, 320 line managers and 1262 employees. Hypotheses were also framed relating the three general competencies identified by Ulrich (1995) such as business knowledge field experience and change management with HR effectiveness perceived by employees and line managers. Competencies were measured by competency items developed by Ulrich et al (1995). For HR effectiveness ten items scale generated by Wright, MC Mahan (2001) was used. The study revealed that a field experience competency was a strong Predictor of HR effectiveness. Further the business knowledge was virtually unrelated to perceived HR effectiveness, because Human Resource Management in Taiwan is mostly a personnel management function not a strategic partner in operation while change management holds a high correlation with field expertise and thus there is high co-linearity in the regression.

Kenneth et al (2006)\textsuperscript{33} conducted “The impact of strategic Human Resource Management on firm performance and HR professionals work attitude and work performance” a two wave mail survey among 1750 individuals holding HR related positions among US manufacturing organizations of which 269 individuals responded. This study was focused on the vertical, horizontal integration of strategic Human Resource Management components and its impact on the role performance and satisfaction of HR professionals. HR professionals were found to be satisfied and performed better when organizations integrate HR functions vertically and horizontally. Further, strategic Human Resource Management practices provide the HR professionals an opportunity to play the role of strategic partner in the strategic planning and implementation process. Such organizations will entrust HR professionals with a high level of strategic role, which not only helps HR. Professionals’ mission but also often to meet the role expectations of their minds.
Ramlall (2006) has done a survey “Identifying and understanding HR competencies and their relationship to organizational practices”, among practicing HR professionals belonging to upper Midwest US HR Associations. Responses were received from 108 HR professionals and from 224 participants. It was alone with the major objectives of determining the competence as predictor of success of HR profession. Also it was intended to find out the relationship between the competencies and the responsibilities and how competencies vary by type of position with the HR area. It was found that knowledge of business, HR delivery, and strategic contribution were interviewed as most important competencies and other competencies were not seen as critical to success in HR profession. It was also observed that across all hierarchical positions in HR, the respondents possess all of the core competencies as important.

Boyatzis (2007) adopted the term competency an “underlying characteristic of an individual that is casually related to effective or superior performance in a job”. He identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters as goal and action management, leadership, human resource management, directing subordinates and focus on others.

Lucian Cernusca, Cristina Dima (2007) in their work titled “Competency Mapping – An Approach, Training and Management” explained how competency is linked to performance and one’s career development. The authors also look into some models of competency mapping and appraisal tools for performance management. A business might possess extremely capable human resources, but they might not work on the position that suits them. This is where competency mapping and the appraisal tools come to help the HR experts choose who should work on what position.

Jojan V. Jose (2010) in the work titled “Project report on skill matrix and competency mapping”, studied the competency levels of employees through skill matrix and competency mapping. He gathered responses from the 19 teams of Textron India Pvt. Ltd.; He found that employees should be clearly explained regarding the objectives of
conducting the study, so that there is a cent percent involvement from the employees’ side can be obtained. The findings of the study could be shared with the employees are clear about the areas in which they are lacking and thus from their own side start working on it. This sharing of the results would also give the employees an idea on who to approach in case of a certain skill, as the experts are identified as a result of this exercise. So this would improve the cross education, helping and cohesiveness among the employees. This would further help in the strengthening of the bonds between the employees, thus strengthening the manpower asset of the organization as a whole.

Ruddlesdin, Jennifer; Wentworth, Lauren (2010)\textsuperscript{38} conducted a study “Competency mapping in Leadership Quality management of foundation training” on Clinical medicine. They studied the role of competency mapping in quality management competency based curricula where the focus is on the outcomes in terms of application of knowledge and acquisition of competencies. The aim of this exercise was to analyze posts and programmes for potential training outcomes. A mapping process against the UK foundation curriculum was designed. Data were gathered from foundation directors using red/amber/green judgments for each post. After submission no correspondence was needed on any programme about educational arrangements suggesting the process had a significance formative effect as well as assessing outcomes. Certain competencies were problematic across the majority of host providers, allowing programme directors to ensure deficiencies are compensated by planned teaching or simulation training widespread difficulty in achieving the competencies raises the question of whether they should be included within the national curricula. Development of competency –based training is a complex multistep process.

Rashmi Sharma (2011)\textsuperscript{39}, emphasized the role clarity through competency mapping and stated that competency mapping is an area which has been least explored in India. The value of competency mapping is that many employers how purposefully screen employees to hire people with specific competencies. Competency mapping is used for recruitment and selection, identification of training needs, role renewal, as a basis for conducting assessment development centers, creating competency based performance management systems etc., Employers may need to hire someone who can be
an effective team leader or who has demonstrated great active listening skills. At all levels of the organization the people in critical positions must understand the hard and soft skills required of them to achieve superior performance. Every organization wants and should expect high performance from each employee. By identifying the critical positions, determining the most important competencies for those position, providing the education, coaching and feedback to people and by holding each person accountable for this results, an organization can better meet the competitive challenges of today’s marketplace. In this paper in-depth analysis of competency and its applications for enhancing performance is discussed. Focus is also laid on competency modeling as an instrument to ameliorate employees’ productivity and performance.

**Yuvaraj (2011)**\(^{40}\) has explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability and attitude. Gap analysis was also made to a limited extend.

**Gaspar (2012)**\(^{41}\) found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organization. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

**Md.Ishtiak Uddin et. al. (2012)**\(^{42}\) in his study on Competency Mapping: A Tool for HR Excellence has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, Competency Matrix, 360 degree Feedback etc. He is of the view that Competency mapping can also be used for coaching and succession planning.

**Solomon (2013)**\(^{43}\) in his study on “Competency mapping has tried to explore the level of Competency prevailing among the executives of public sector”. The results of the study show that nearly half of the respondents have moderate level of managerial HR and general competencies.
2.3 REVIEW REFERENCES


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