
**“A STUDY AND ANALYSIS OF EXISTING PRACTICES OF
COMPETENCY MAPPING & COMPETENCY DEVELOPMENT
AND MOST PREFERRED PRACTICE OUT OF COMPETENCY
MAPPING AND COMPETENCY DEVELOPMENT FOR
MANAGERIAL PERSONNEL IN SELECT MANUFACTURING
AND SERVICE INDUSTRIES IN PUNE”**

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ABSTRACT:

The aim of this paper is to study and analyze existing practices of competency mapping and competency development. Also study most preferred practice out of Competency Mapping and competency development for managerial personnel. This paper gives the various definitions of Competency, Managerial Competency and Competency Mapping. Managerial competencies are the major type of competency, which required for the success of an organization. Study of Managerial Competency and competency mapping helps to improve the performance to achieve the goals, vision and mission of an organization in the global scenario. It's also help for own development. Skill, Knowledge and ability/attitude are the major part of manager's competency. A competency development helps to improve individual performance and motivate individuals for performing particular job, occupation or industry. This is the new approach to globalization.

Keywords: *Competence, Competency, Competency Mapping, Competency Development, Managerial Competency, Knowledge, Skills, Attitude/Ability, Communication skills.*

1. INTRODUCTION

The term “competency” plays the important role in improving job performance and in turn qualifies human resources. Especially, in the high competition in corporate world on global level. Now a day's higher level managers like heads and executives requires acquiring a new set of knowledge, skills, and attitudes to face the diversity and complication of the new business environment successfully. Thus the Managerial Competency plays an important role in the global organizations. This is the new approach towards globalization.

Competency mapping helps to analyze Manager's or individual's Strength, Weakness, Opportunities and Treats (SWOT). It also helps them for their career development. Companies are looking for multi skill, multi knowledge higher level managers.

Competency Development helps managerial personnel to improve their knowledge, skills and ability/attitude through various training methods. This is major approach towards globalization.

2. LITERATURE REVIEW:

2.1 Definitions:

2.1.1 Competence is the ability of an individual to do a job properly. The word competence is derived from Latin word “competere” which means ‘to be suitable/sufficiency of qualification’.

Woodruffe (1991) “A work – related concept that refers to area of work at which a person is competent”.

2.1.2 Competency/Competencies

Hayes (1979)- “Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job”.

“An underlying characteristic of a person which results in effective and/or superior performance on the job” (Klemp 1980).

Boyatzis (1982) defined competency as “A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results.”

Albanese (1989) – “Competencies are personal characteristics that contribute to effective managerial performance”.

Woodruffe (1991) “Competency: A person – related concept that refers to the dimension of behavior lying behind competent performer”.

Woodruffe (1991) “Competencies: Often referred as the combination of Competency and Competence”.

Hogg (1993) defined competency as ‘competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which results in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another.’

Ansfield (1997) “Underlying characteristic of person that results in a effective superior performance”.

The American Heritage Dictionary of English language (2000) provided a general description as “the state or quality of being properly or well qualified” (p. 376).

UNIDO (2002) - “A Competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job”.

Rankin (2002) “Competencies are definition of skills and behaviours that organization expects their staff to practice in work”.

Competencies can be defined as “Skills, area of knowledge, attitudes and abilities that distinguish high performer. (SeemaSanghi 2012)

2.1.3 Managerial Competency

Managerial Competencies are the competencies which are considered essential for employees with managerial or supervisory responsibility in any functional area including directors and senior posts.

F. Hroník defines a managerial competence as a "bunch of knowledge, skills, experience and characteristic, which support the achievement of the objective."

S. Whiddett and S. Hollyford define managerial competencies as "sets of behaviors that enable individuals demonstrate the effective performance of tasks within the organization".

C. H. Woodruff defines managerial competency as "a set of employee behaviors that must be used for the position that the tasks arising from this position competently mastered."

2.1.4 Competence Mapping:

"Competency mapping is a process of identifying key competencies for organization, the jobs and functions within it".

"Competency mapping is a process to identify and describe competencies that are most crucial to success in a work situation".

3. SCOPE OF STUDY

This study is based on pilot survey, which helps researcher for the further study in his Doctoral research.

4. RESEARCH METHODOLOGY

4.1 Research design: Descriptive method

4.2 Objectives of the Study

- 1) To find out and study existing practices of competency mapping and competency development in select manufacturing and service industries in Pune.
- 2) To identify out of Competency Mapping and Competency Development which one is mostly practiced in Manufacturing and service industry.
- 3) To analyze which practice is mostly carried the organization, competency mapping or competency development.

4.3 Sampling Technique

SAMPLING PLAN:-

- i) Sample Method : Non Probability Convenience Sampling
- ii) Sample Size : 54 managerial Personnel from TATA Motors, TCS, Cummins India, Infosys and TATA Technologies. Out of 54 respondents 32 from Service Industries and 22 from Manufacturing Industries.

4.4 Data Collection Method

Data are facts, figures and other relevant material, which are either past or present, serving as basis for the study & analysis. Data constitutes the subject matter of analysis the relevance; adequacy and reliability of data determine the quality of study. The data are collected through Primary data and Secondary data.

Primary Data

It is the information collected during the course of experimentation during experimental research. It can be obtain through the observation or through direct communication with the person associated with selected subject, by performing survey or descriptive research. Primary data which is collected fresh and for the first time it is also called basic data or original data. There are several methods of collecting primary data.

- Observation method

- Interview method and
- Questionnaire Method

Researcher uses the Structured Questionnaire as a tool for collecting the Primary Data.

Questionnaire Formation- The structured questionnaire was formed according the topic of this paper. Total 3 questions were taken for analysis. All the questions are closed ended questions.

Secondary data

Secondary data measures data that is already available i.e. they refer to data which have already collected and analyzed by someone else.

When the researcher utilizes secondary data, then he has to look into various sources from where he can obtain them.

The secondary data collection methods used for this work are:-

- Journals
- Proceedings
- Articles

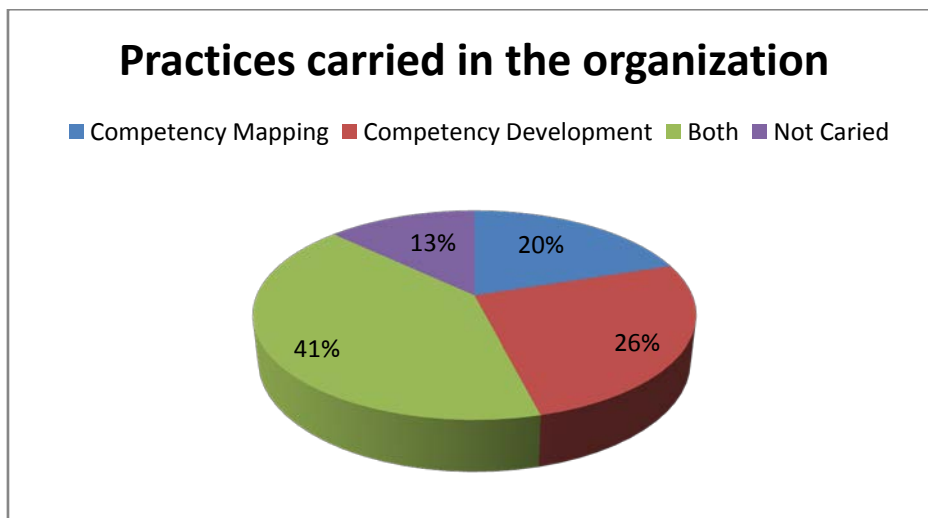
5. LIMITATIONS

- The sample was restricted to the fifty four respondents.
- The organizations which are selected are only five.
- Eight respondents skip two questions from questionnaire.

6. DATA ANALYSIS AND INTERPRITATION

Q.1. Following practice is/are carried in our organization related to competency.

Sr. No.	Options	Respondents	Percentage
1	Competency Mapping	11	20
2	Competency Development	14	26
3	Both	22	41
4	Not Caried	7	13
		54	100



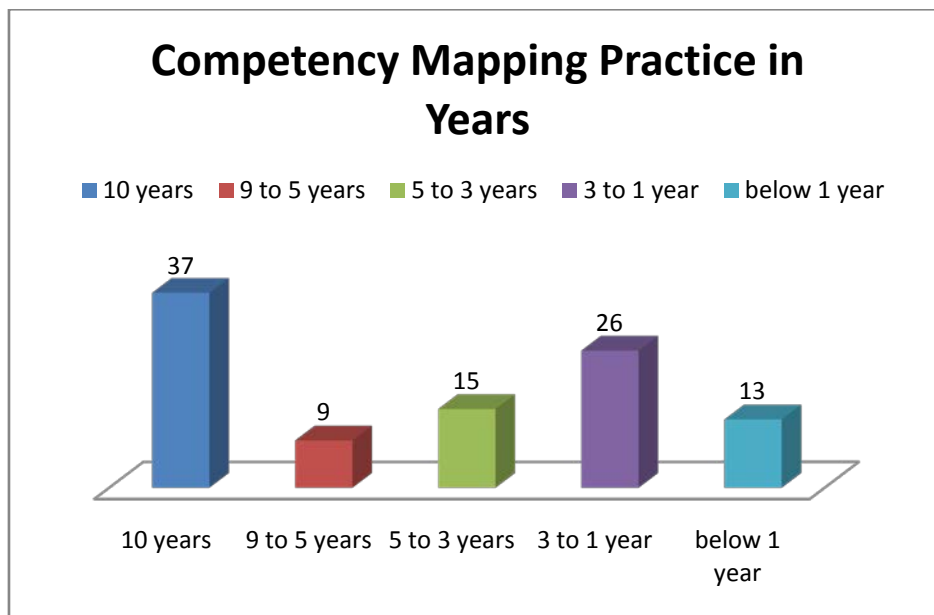
41% respondents said that both Competency Mapping and Competency Development practices are carried in their organization. Only Competency

Development is carried in 26% organizations and Competency Mapping in 20% organization. Where in 13% organizations not a single practice is carried.

Q.2 Competency mapping practice is done for last

Sr. No.	Options	Respondents	Percentage
1	10 years	17	37
2	9 to 5 years	4	9
3	5 to 3 years	7	15
4	3 to 1 year	12	26
5	below 1 year	6	13
		46*	100

- Eight (8) respondents are not given their opinion.

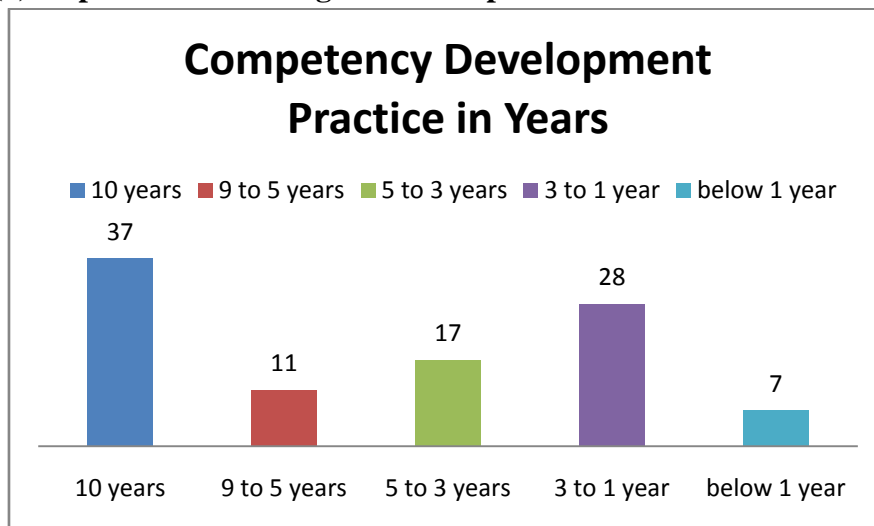


The organizations having 10 years Competency Mapping practice are of 37%, between 9 to 5 years are 9%, between 5 to 3 years are 15%, between 3 to 1 years are 26% and below 1 year are 13%.

Q. 3 Competency development practice is done for last

Sr. No.	Options	Respondents	Percentage
1	10 years	17	37
2	9 to 5 years	5	11
3	5 to 3 years	8	17
4	3 to 1 year	13	28
5	below 1 year	3	7
		46	100

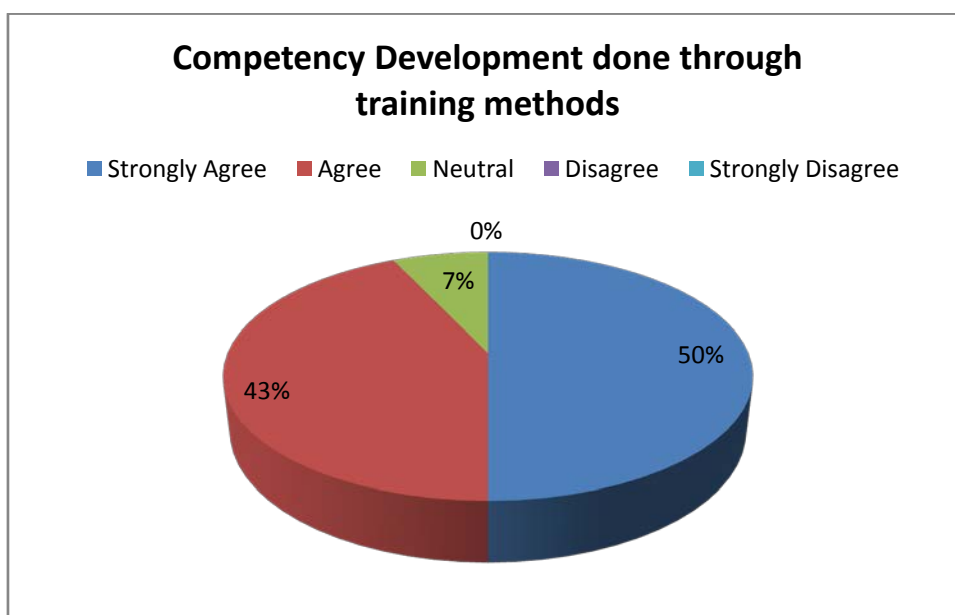
- Eight (8) respondents are not given their opinion.



The organizations having 10 years of Competency Development practice are of 37%, between 9 to 5 years are 11%, between 5 to 3 years are 17%, between 3 to 1 years are 28% and below 1 year are 7%.

Q.3 Competency development is done through various training methods

Sr. No.	Options	Respondents	Percentage
1	Strongly Agree	27	50
2	Agree	23	43
3	Neutral	4	7
4	Disagree	0	0
5	Strongly Disagree	0	0
		54	100



50% Respondents said that they strongly agree that the competency Development is done through various training methods, where 43% agreed upon it and 7% are Neutral.

7. FINDINGS

1. There are 13% organizations those are not conduct any practice of Competency Mapping and/or Competency Development.
2. The organizations those practicing Competency Mapping between 9 to 10 years are 46%. Also there are organization which are practicing Competency Mapping between 3 to 1 year and 5 to 3 years are 26% and 15% respectively.
3. The organizations those practicing Competency Development between 9 to 10 years are 48%. Also there are organization which are practicing Competency Development between 3 to 1 year and 5 to 3 years are 28% and 17% respectively. Below 1 year are very less i.e. 7%.
4. Competency Development is done though various training methods.
5. It is found that Competency Development is mostly practiced in the organizations.

8. CONCLUSION

Competency mapping is useful for managers in identifying performance level, performance standards, good communication, improving relationship between employer and employee and reduce the career related issues. Thus Competency Mapping and Competency Development are essential practices and new approach towards globalization.

9. FURTHER RESEARCH:

Required to gather more data from more respondents and from more manufacturing and service industries.

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