

**A STUDY ON IDENTIFYING THE CORE COMPETENCIES REQUIRED FOR  
STAFF MEMBERS IN VEEJAY LAKSHMI ENGG WORKS LIMITED,  
COIMBATORE**

By

**VISHNU PRIYA G**

Roll No.0701MBA1869

Reg. No.6810710227

A PROJECT REPORT

Submitted to the

**FACULTY OF MANAGEMENT SCIENCES**

*In partial fulfillment for the award of the degree  
of*

**MASTER OF BUSINESS ADMINISTRATION**



**CENTRE FOR DISTANCE EDUCATION  
ANNA UNIVERSITY CHENNAI  
CHENNAI 600 025**

April, 2009

**BONAFIDE CERTIFICATE**

Certified that the Project report titled “A Study On Identifying The Core Competencies required for Staff Members in Veejay Lakshmi Engg Works Limited, Coimbatore” is the bonafide work of Ms.Vishnu Priya G who carried out the work under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

**Signature of Student**

VISHNU PRIYA G

0701MBA1869

68107102227

**Signature of Guide**

Mr.V.S.ELAMURUGAN

Professor, KCT Business School

Coimbatore – 641 006

  
**Signature of Project-in-charge**


Dr.S.V.DEVANATHAN

Professor &amp; Director

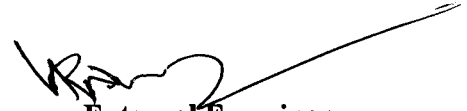
**DIRECTOR  
KCT BUSINESS SCHOOL  
KUMARAGURU COLLEGE OF TECHNOLOGY  
COIMBATORE - 641 006**

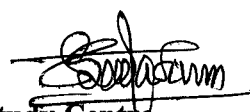
### Certificate of Viva-Voice-Examination

This is to certify that Ms VISHNU PRIYA G (Roll No. 0701MBA1869 Register No.68107102227) has been subjected to Viva-Voice-Examination on 10.05.2009 (Date) at 3.00 PM (Time) at the Study centre Kumaraguru College of Technology, Coimbatore-641 006, Tamilnadu.

  
K.R. SATHISH KUMAR  
Internal Examiner

Mr.V.S.ELAMURUGAN  
Professor, KCT Business School  
KCT Campus, Coimbatore – 641 006

  
External Examiner  
DR. V. R. NEDUNCHEZHIAN,  
PROF & MBA, DEPT OF MBA,  
KARPAGAM COLLEGE OF ENGG.

  
Coordinator - Study Centre

Dr.S.SADASIVAM

Dean (Academic)

Kumaraguru College of Technology,

Coimbatore-641 006

COORDINATOR  
KCT STUDY CENTRE  
CDE ANNA UNIVERSITY CHENNAI  
KUMARAGURU COLLEGE OF TECHNOLOGY,  
COIMBATORE 641 006.

Date : 09.04.2009

## *Executive Summary*

---

## EXECUTIVE SUMMARY

In today's competitive global business environment, complex and sensitive business processes and fast moving technology systems can compromise overall quality integrity. The solution to the problem is Competency Mapping. The rising interest in competency mapping is direct fallout of the dynamic changes that the corporate world is witnessing today. Some insights into how far the concept has traveled and the reason for its current popularity has been explained.

In Veejay Lakshmi Engg. Works Ltd., the competency mapping is used to find out the competency gap, to reduce the attrition rate and to provide correct training methods which help the employees to increase their performance. The study assumes the character ship of descriptive research. A sample of fifty staff members in the organization is selected on the convenience basis and data are collected through the questionnaire method

The study reveals that the majority of the respondents are below 10 years of experience and of Trainee designation. There exist a gap between the standard competency level and the actual competency level. The findings of the study has lighted that On the Job Training should be given to R&D, Finance, Sales and Quality department. Off- the – Job training should be given to human resource and purchase department. All employees should be given training in the business module.

## *Acknowledgement*

---

## ACKNOWLEDGEMENT

The researcher acknowledges **The Director**, centre for distance education, Anna University, Chennai, for giving an opportunity to undertake this project work, which forms part of curriculum.

It gives the Researcher a great pleasure to express her deep sense of gratitude and profound thanks to **Dr. S. SADASIVAM**, Dean (Academic), Kumaraguru College of Technology and Coordinator, K.C.T. Study Centre Coimbatore, **Mr. A. Senthilkumar**, Faculty – Finance, KCT Business School and Counselor for MBA programme, KCT Study Centre, Coimbatore, for their support and encouragements during the project.

The Researcher expresses her deep sense of gratitude to **Mr.V.S.Elamurugan, Professor**, KCT Business School, Coimbatore, for timely advise, valuable guidance and encouragement in completing this project with great success.

The Researcher express her sincere thanks to **Mr.R.Sargunam**, Vice President – HR and **Mr.D.Ramanandam**, Manager – HR of Veejay Lakshmi Engg.Works Ltd, for their valuable guidance throughout the project work.

The Researcher also acknowledges those who extended their help during this project work.

## *Table of Contents*

---



**TABLE OF CONTENTS**

<b>S.NO</b>	<b>CONTENTS</b>	<b>PG.NO</b>
	<b>CHAPTER - I</b>	
1.0	<b>INTRODUCTION</b>	1
1.1	BACKGROUND OF STUDY	1
1.2	PROBLEM IDENTIFICATION OF STUDY	13
1.3	NEED FOR THE PROJECT	13
1.4	OBJECTIVE OF THE STUDY	13
1.5	SCOPE OF THE PROJECT	14
2.0	<b>CHAPTER - II</b>	
2.1	REVIEW OF LITERATURE	15
3.0	<b>CHAPTER - III</b>	
3.1	RESEARCH METHODOLOGY	20
4.0	<b>CHAPTER - IV</b>	
4.1	DATA ANALYSIS & INTERPRETATION	23
5.0	<b>CHAPTER - V</b>	
5.1	RESULTS AND DISCUSSIONS	49
5.2	SUGGESTIONS	51
5.3	CONCLUSIONS	52
	ANNEXURE	53
	REFERENCES	56

## *List of Tables*

---

**LIST OF TABLES**

<b>TABLE NO</b>	<b>PARTICULARS</b>	<b>PG.NO</b>
1.1	Financial Statements for Veejay Lakshmi Engineering Works	4
4.1	Distribution of Respondents on the basis of Experience	23
4.2	Distribution of Respondents on the basis of Designation	24
4.3	Department wise Distribution of Respondents	25
4.4	Rank Correlation for Human Resource Department	26
4.5	Rank Correlation for Quality Department	27
4.6	Rank Correlation for Manufacturing Department	28
4.7	Rank Correlation for Purchase Department	29
4.8	Rank Correlation for Sales Department	30
4.9	Rank Correlation for R&D Department	31
4.10	Rank Correlation for Finance Department	32
4.11	Simple Percentage Analysis for Business Competencies	33
4.12	Simple Percentage Analysis for People Competencies	34
4.13	Simple Percentage Analysis for Professional Competencies	35

## *List of Figures*

---

**LIST OF FIGURES**

<b>FIGURE NO</b>	<b>PARTICULARS</b>	<b>PG.NO</b>
1.1	Chart of Earning, Dividends and Price of Company's Share	9
1.2	Organisation Chart of Veejay Lakshmi Engg. Works Ltd.	12
4.1	Level Of Business Competencies In The Organisation	37
4.2	Level Of Personnel Competencies In The Organisation	38
4.3	Level Of Professional Competencies In The Organisation	39
4.4	Level Of General Competency A Sub Clause Of Professional Competency In The Organisation	40
4.5	Level Of Professional Competencies For Sales & Marketing Department	41
4.6	Level Of Professional Competencies For Human Resource Department	42
4.7	Level Of Professional Competencies For R&D Department	43
4.8	Level Of Professional Competencies For Quality Assurance Department	44
4.9	Level Of Professional Competencies For Purchase Department	45
4.10	Level Of Professional Competencies For Finance & Legal Department	46
4.11	Level Of Professional Competencies For Manufacturing Department	47
4.12	Level Of Competencies In All Departments	48

## *Introduction*

---

## **CHAPTER – I**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

Veejay Lakshmi Engineering Works Limited was established in 1976, in Coimbatore, India. Over the last 33 years, Veejay Lakshmi Engineering Works Limited., Coimbatore has been the trendsetter in the manufacture of Textile machinery. They have been providing ultimate yarn twisting solutions with their wide range of Two for one Twisting machines. Veejay's ranges of twisters are designed to suit various types of yarn from fine voile. 100% Cotton yarn to coarse carpet yarn, synthetic and blends, filament, jute and multiple yarns for industrial applications

With an annual turnover of US\$25 million. Veejay Lakshmi is the largest manufacturer of Two-for-one Twister (TFO) in India with more than 4500 installations worldwide. Veejay Lakshmi is also the only manufacturer of Automatic Cone Winders (ACW) in India.

Continuing the tradition of commitment in delivering quality products to meet customer requirements, in combination with continuous Research and development for design improvements and cutting edge technology innovation, investments are continuously undertaken in improving the production facilities with the latest advanced technology machines to obtain high productivity, quality and achieve reduction in product costs.

VEEJAY Automatic Cone Winder, the most trusted workhouse of the global textile industry is build to exacting engineering standards to adapt to stringent mill conditions. They are now geared up with many latest features and the same has been marketed in India and abroad. The Company with a tradition of engineering excellence has hi-tech engineering facilities and skilled work force enables them to supply all spare parts for all the machines.

Procuring spares from Veejay at competitive prices to suit their delivery needs has immensely benefited customers worldwide. Veejay offers a specialized 100% web based procure facility for the customers worldwide for easy ordering and procurement of spares. Veejay automatic cone winders are totally indigenized and all the critical components are manufactured under the stringent quality standards

Veejay offers a range of valuable services beyond the machinery erection and supply of spare parts. Veejay delivers the benefits of technical solutions, comprehensive programme for retrofits, modernizations and annual maintenance contracts.

Veejay Lakshmi Engineering is constantly upgrading the technology with the highly motivated, qualified R & D Personnel. The company is keen to produce machines to suit the individual customer needs. The young and progressive management runs the company and it is poised to take the future challenges.



### **1.1.1 Growth of Veejay Lakshmi Engg. Works Ltd.,**

Veejay Lakshmi Engineering works Limited was incorporated in the year 1974 as a private Limited company. In the year 1994, public issue was made at a premium Rs 75 per share. The shares have been listed at Mumbai Stock Exchange. Veejay Lakshmi started its production activities in 1975 in producing Two-for-one Twisters at the engineering unit located in Sengalipalayam, Coimbatore.

To enhance its production facilities second engineering unit was started in the year 1993 at Annur, Coimbatore. Veejay Lakshmi diversified into Yarn spinning by acquiring a textile mill in Udumalpet in the year 1993. The need to generate and utilize wind power energy for the textile units led to the investment in 4 windmills of 225 KW each used for captive power consumption for the textile mills. These windmills are now used for engineering unit's captive power consumption. Subsequently a new spinning mill comprising of 16000 spindles was set up at Mettupalayam, Coimbatore.

In 1996, Veejay Lakshmi entered into a Joint Venture with Savio Machine Tessili for the manufacture of Automatic cone winders in India. The joint venture agreement has come to an end from December 2004 and Veejay Lakshmi will be manufacturing and marketing Automatic cone winder and all related spare parts and accessories through its own sales and spares distribution network.

Veejay Lakshmi Textiles Limited, a wholly owned subsidiary of Veejay Lakshmi Engineering works Limited was incorporated in the year 2001. The subsidiary was formed to manage the textile business of the holding company separately. The transfer of business was done on 30.03.2003. To generate additional captive power for the Engineering/Textile units 2 windmills of 750 KW Capacity and 600 KW Capacity have been installed.

With the objective of consolidation and future value addition the textile unit at Udumalpet was sold by the end of January 2005. To meet the additional power requirements of the textile mills 3 Windmills of 600KW each have been installed.

The Financial Growth of the company from the period of 2005 – 2008 is shown in the Table 1.1

### Financial Statements for Veejay Lakshmi Engineering Works (VLEW)

Year over year, Veejay Lakshmi Engineering Works has seen revenues remain relatively flat (1.1B to 1.2B), though the company was able to grow net income from Rs.85.0Million to Rs.108.9Million. A reduction in the percentage of sales devoted to income tax expense from 2.80% to -0.86% was a key component in the bottom line growth in the face of flat revenues.

**Table 1.1**

Currency in Millions of Indian Rupees	As of:	Apr 02 2005 Restated	Apr 02 2006 Reclassified	Apr 02 2007 Restated	Apr 02 2008
Revenues		1,076.7	848.7	1,127.6	1,158.4
Other Revenues		--	--	2.6	8.9
Total Revenues		1,076.7	848.7	1,130.2	1,167.3
Cost of Goods Sold		638.0	545.7	766.1	809.5
Gross Profit		438.7	303.0	364.1	357.8
Selling General & Admin Expenses, Total		160.3	150.1	206.8	291.0
Depreciation & Amortization, Total		43.2	50.1	51.7	68.1
Other Operating Expenses		109.4	2.5	2.4	--
Other Operating Expenses, Total		312.9	202.7	260.9	359.1
Operating Income		125.8	100.3	103.2	-1.3
Interest Expense		-19.4	-15.8	-13.4	-27.2

Interest and Investment Income	5.0	4.4	3.9	3.1
Net Interest Expense	-14.4	-11.4	-9.5	-24.1
Currency Exchange Gains (Loss)	2.4	0.7	0.1	-5.6
Other Non-Operating Income (Expenses)	0.7	0.3	-0.6	-0.3
Ebt, Excluding Unusual Items	114.4	89.8	93.2	-31.3
Gain (Loss) on Sale of Investments	7.6	19.8	20.2	126.3
Gain (Loss) on Sale of Assets	0.0	--	3.2	3.3
Other Unusual Items, Total	0.2	--	--	0.7
Other Unusual Items	0.2	--	--	0.7
Ebt, Including Unusual Items	122.1	109.6	116.6	99.0
Income Tax Expense	46.8	29.5	31.6	-9.9
Earnings from Continuing Operations	75.3	80.1	85.0	108.9
Net income to common including extra items	75.3	80.1	85.0	107.5
Net income to common excluding extra items	75.3	80.1	85.0	107.5

### **1.1.2 Product Profile**

VEEJAYLAKSHMI ENGINEERING WORKS Ltd. has a vast range of products that go hand with their commitment to the industry their corporate goal of fulfilling every customer need.

#### **They Manufacture**

- Two for One Twister
- Automatic Cone Winder
- Random Assembly Winder

### **1.1.3 Objectives Of The Company**

- To reduce cost of quality due to non – conformance
- To reduce lead – time for delivery of machines to customers
- To improve service responses
- To promote group activities like quality circle, suggestion schemes and value analysis

### **1.1.4 Quality Policy of the Company**

Veejay Lakshmi Engineering Works Limited is a company dedicated to the concept care and committed to manufacturing products of high quality, to be an organization focused on continuous improvement and to serve value customers up to their satisfaction.

Company provides and maintains an environment congenial to employee involvement and teamwork and strives to up grade. Skills and to serve their customers better.

#### **1.1.4 Licensed and Installed Capacity**

The company has obtained the licensed and installed capacity for 20 – 25 Textile machinery per month

#### **1.1.5 Reward**

The Textile Machinery Manufacture Association (TMMA) award endorsed the industries growing confidence of Veejay Lakshmi Engineering works Limited. Recognizing the significant contribution towards import substitution, the trend setting achievements and the standard of achievement of the company year after year.

#### **1.1.6 Tradition and Innovation**

An unbroken tradition in quality is spread over a quarter of a century. The company has a pioneering name in the innovation concepts. Ever since the first engineering unit set up in 1975 in Sengalipalayam. The combination of tradition and innovation has paid off. The commitment to the quality and innovation, combined with cutting edge technology has ensured a strong presence in the global textile machinery market

#### **1.1.7 Technology Applications**

R&D is the key words in the vision of Veejay Lakshmi. The uncompromising search for most advance technology is evident in every division. With CNC controlled machines from the leading names in Europe, Japan, Korea and Taiwan, the beat technology in the world is harnessed for the highest quality product. The International Certifications like ISO9002 are a testimony to this commitment. But a Veejay Lakshmi Technology is just the beginning.

### **1.1.8 Veejay Marketing**

It is located in Vellamadai in Coimbatore, having 300 plus employees with more than 50% women employees. The unit manufactures nipper assembly – used for the manufacturing comber machines manufactured by LAKSHMI MACHINE WORKS LTD., They also supply turned components to VEEJAY LAKSHMI ENGINEERING WORKS LTD using the world renewed CNC machines

### **1.1.9 Veejay Lakshmi Engineering Works Ltd – Unit II & III**

It is located in ANNUR, having 500 plus employees with more than 50% women employees. The unit II manufactures trued components, sheet metal components, plastic injection molded components and aluminum die castled components for textile machinery manufactured in Unit I

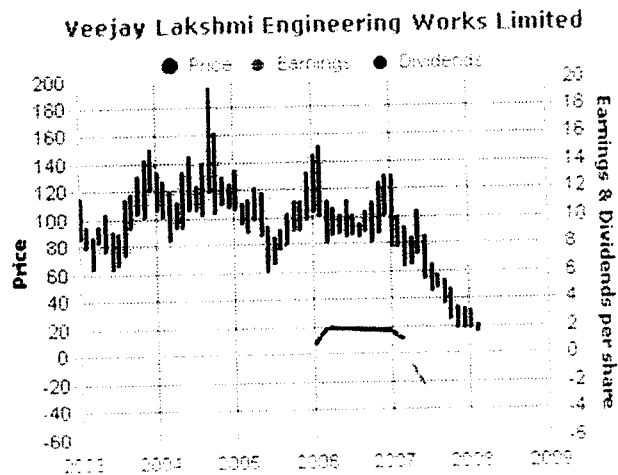
Unit III have latest assembly unit for the assembly of automatic conic winders manufactured in Unit I. The entire unit is maintained with dust free atmosphere, which enable them to manufacture high precision components like PCBS, Industrial computer used for the manufacturing of automatic cone winder.

### **1.1.10 Exports**

Veejay offers 10 different models of various specifications well sought by the textile industry. Veejay has manufactured and sold more than 5000 TFO Machines world wide. Apart from India, where their presence is largely felt their twisters are successfully working inn Indonesia, Thailand, China, Nepal, Bangladesh and Egypt.

### 1.1.11 Share Trading Price of VJLEW in BSE

The company also plays a vital role in the share market. The Growth of the companies share is shown in the following Figure 1.1. The share price of Veejay Lakshmi has attained its full growth in the September 2004. The Dividends of the company was stable during the period 2006 – 2007.



**Figure 1.1 Chart of Earning, Dividend & Price of Company's Share**

### **1.1.12 Infra Structure:**

The company consciously invests for constant modernization of the manufacturing facilities. High quality imported CNC Machines from across the globe are in use in the manufacturing shop which includes:

- CNC Turning Centres
- CNC Vertical Machining Centres
- CNC Horizontal Machining Centers
- CNC Milling & Boring Machines
- CNC Single Spindle Automat
- CNC EDM / Wire cut Machine
- CNC Spark Erosion Machine
- CNC Drilling & Tapping Machines
- CNC Tool & Die Making Machines

### **1.1.13 Quality Control Equipments**

The company has a comprehensive quality control mechanism in place. The department is equipped with most modern imported equipments such as:

- Slip Gauge Comparator
- Micro Hardness Tester
- Roughness Tester
- Universal Length Measuring
- Digital Spring Tester
- Gear Roll Tester
- Height Master

ISO 9000 certification was obtained as early as 1990. Further ISO 9002 was obtained in the year 1994 and subsequently ISO 9001 in the year 1995. The same quality standards are maintained with highly qualified personnel.



### **1.1.14 The Mission Of Human Resource Management**

To create an organisation in which, every employee is able to contribute meaningfully leading to both individual and organisation growth.

Company's Human Resource Function is a corporate function and the department takes care of

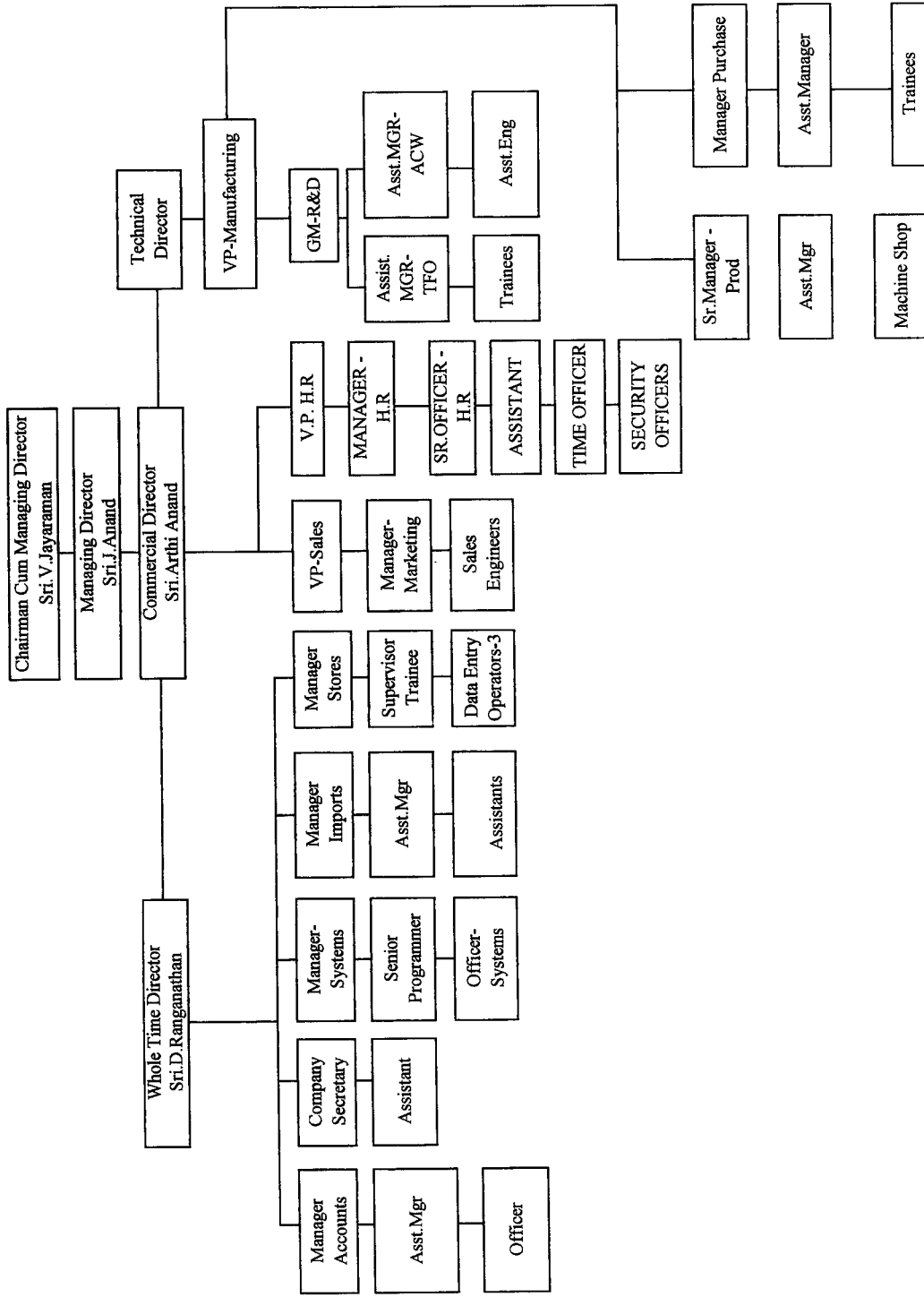
- Recruitment and induction
- Training and Development
- Industrial Relations
- Policy Formulation and implementation

The human resource takes care of wage management, statutory compliance, welfare and administration

Company's Core Values are

- Respect for people
- Pursuit of excellence in all spears of activity
- Transparency in management
- Create value for customers
- Entrepreneurship in every action

**Figure 1.2 Organization Chart of Veejay Lakshmi Engineering Works Limited  
Unit I - Sengalipalayam**



## **1.2 PROBLEM IDENTIFICATION FOR STUDY**

In the Present Scenario, its must to place the right person for the right job at the right time. It can be done only with the help of competency mapping. Very few companies have started to follow the competency mapping. In VJLEW Ltd., they are facing problem of High Attrition Rate, Lack of Training where the Employee actually needs, Lack of Motivation, Authority and Responsibility is not given to the right person. These problems are due to lack of proper competency mapping.

## **1.3 NEED FOR THE PROJECT**

- Lack of Competency Mapping results in the following problems
- High Attrition rate
- Affects the morale of the employee
- Deviation between the Management Requirements and Employee's Competent
- Lack in Employee's Performance
- Affects the Turn over of the Company

To overcome these adverse effects competency mapping should be carried out in each department of the organization.

## **1.4 OBJECTIVE OF THE STUDY**

- To Identify the Core Competency to be tested during the Recruitment
- To Identify the Tool to Reduce Attrition rate
- To Identify and Overcome Competency Gap
- To Identify the Training methodology

## **1.5 SCOPE OF THE PROJECT**

Competency mapping is important and is an essential exercise. Every well-managed firm should have well-defined roles and list of competencies required for performing each role effectively. Such list should be used for recruitment, performance management, promotions, placements and training needs identification.

This research gives the broad framework of the core competencies possessed by the staff members of Veejay Lakshmi Engg. Works Limited. This can be used as the guideline in future periodic competency mapping of employees. It gives an idea of the area where employees possess more skills and in which area they need training and developments. The finding of this research can be used further in workers level.

*Literature Survey*

---

## CHAPTER – II

### REVIEW OF LITERATURE

Dr.Seema Sanghi in her book “Hand Book on Competency Mapping” says Competence, especially human competence, is the most critical element for success in business. It is well known that worker competence and a supportive organizational structure are necessary for any business to realize its strategic goals as also to adapt to constant change. Competency mapping has thus become a reality. Despite endless talk about the need to develop “workplace competencies” and “mapping” them, most human resources professionals are still struggling to do this in a meaningful and systematic way. This is possible by matching the people to jobs and their potential thus making for a happier and more productive workforce. The core of the book is to provide a definitive roadmap to understanding, designing and implementing competency models in organizations. This book mainly focuses on

- The conceptual foundations of competencies and how they work both in people and in organizations.
- How competency frameworks can be designed, developed and implemented.
- The role of competencies in an organization as a vital tool for recruitment, selection and retention.
- How to develop customized competency models based on the management philosophy, customer needs, and existing processes of the organization.
- Potential Mapping through Assessment Centre.

Competency is an underlying characteristic of an individual that is related to effective or superior performance in a job or situation.

Gary Hamel and C.K. Prahalad (1996), in their book “Competing for future” wrote Core Competencies transcend as single business event within the organisation. Certain projects are so massive and persuasive that no individual can possess the competencies required to see them through to completion. Therefore, organisations have to identify, develop and manage organizational core competencies that drive large enterprise critical projects. Work place competencies focus on individuals instead of organisation and they vary by job positions versus enterprise endeavors. The unit of measure is people rather than the business. There may be core competencies that appear in every competency model position; most workplace competencies are typically specific to the position. Thus there is an enormous amount of work to set up organisation wide competency based applications. ‘Competent’ is when a person is qualified to perform a requisite standard of the process of the job. Competent on the other hand means the condition or the state of being competent.

Buckingham and Clifton’s book, and others like it, practice competency mapping through testing, having the person sift through past work experiences, and by analyzing learning types. However, the disadvantage to using a book alone is that most people may have a few blind spots when they analyze their own competency. Their perception of how others react to them may not be accurate.

Competency mapping also requires some thought, time, and analysis, and some people simply may not want to do the work involved to sufficiently map competencies. Thus a book like the above is often used with a human resources team, or with a job coach or talented headhunter. Competency mapping alone may not produce accurate results unless one is able to detach from the results in analyzing past successes and failures. Many studies find that people often overestimate their abilities, making self-competency mapping results dubious.

The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies. They may need to hire someone who can be an effective time leader or who has demonstrated great active listening skills. Alternately, they may need someone who enjoys taking initiative or someone who is very good at taking direction. When individuals must seek new jobs, knowing one's competencies can give one a competitive edge in the job market

Competency Mapping by Steve Garrett. The Career Planning and Adult Development Network have provided this article. According to Steve Garrett, 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 (more historically called "KSA's") that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual's behavior. Competencies in organizations tend to fall into two broad categories:

- Personal Functioning Competencies. These competencies include broad success factors not tied to a specific work function or industry (often focusing on leadership or emotional intelligence behaviors).
- Functional/Technical Competencies. These competencies include specific success factors within a given work function or industry.

The key purposes of this article were to:

- Define and illustrate the use of the terms competencies, competency mapping and top competencies
- Describe how competencies relate to individual career development
- Explain why individuals should go to the effort of mapping their competencies



- Describe how competency-based interviewing and selection work
- Recommend a series of steps for individuals to use in doing competency mapping, with the assistance of an experienced career coach or counselor

R.Palan PhD in his book “Competency Management Practitioners Guide” wrote Competency mapping can be successful if the purpose of the competency initiative is clearly established. When it is integrated with applications that are linked with the organisational aspirations. Line managers see it as an enterprise initiative rather than HR initiative. The success of competency initiative can be justified by four factors:

- a performance improvement initiative
- a talent acquisition initiative
- an effective training and development programme that is just – in – time and need based and
- The ability of the organisation to deploy human resources in an effective manner resulting with the best position match not just for present but also for future.

Zensar has a behavioral competency model, which is based on various job roles in the organization. The following is the process of implementation of competency mapping. Having defined the various job roles, a focused study was initiated where job role holders were interviewed on the critical incident method and the data of success-critical factors collated. The job roles and deliverables were finalized on the basis of the competencies derived from the data. This data was further analyzed, and on the basis of this competencies that had an impact on the job roles and deliverables were finalized. After identifying the competencies, a job analysis exercise was carried out where the importance level of every competency was ascertained before freezing the competency model.

L&T InfoTech a PCMM Level 5 company has a successful competency based HR system. Recruitment, training, job rotation, succession planning and promotions all are defined by competency mapping. Nearly all our HR interventions are linked to competency. Competencies are enhanced through training and job rotation. He adds that all people who have gone through job rotation undergo a transformation and get a broader perspective of the company. For instance a person lacking in negotiation skills might be put in the sales or purchase department for a year to hone his skills in the area.

SKF has an unbeatable reputation for manufacturing high quality bearing. Competency Mapping followed in SKF aims to achieve the following factors. Map Competencies of an Individual versus Desired levels of Competencies mapped in the Job Competency mapping process. Identify the Competency Gap. Provide Qualitative Tool in identifying development needs in fulfilling above gaps. Provide methodology in planning future career and development in line with the same

Tata International Ltd. has implemented an HRIS system which needs a competency based approach. They needed a competency database to integrate them with the HR systems in the organization. The competency database would help in succession planning, career planning, recruitment & selection, etc. through the HRIS system. Due to this it was necessary to find out what competencies were needed for the business and also at what level. Thus the process of Competency Mapping was initiated.

## *Methodology*

---

## **CHAPTER – III**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

Research in common parlance refers to the search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. Research simply put, is an endeavor to discover answers to problems through the applications of scientific methods to the knowledgeable universal. It is actually a voyage of discovery.

#### **3.2 RESEARCH DESIGN**

The study adheres to descriptive research design to gain valuable insights on the competency level of the staff members of VJLEW. The research also seeks to ascertain the competency gap.

#### **3.3 ASSUMPTIONS**

- There is a significant relationship exist between the designation of the staff and their competency Level
- There is a significant relationship exist between the experience of the staff member and the skills they acquire
- There is a significant relationship exist between the Department in which the staff work and their level of competency in each area
- There is a significant difference exist between the Standard Skills required by the Staff member and the Skill Actually they possess
- There is a significant difference exist between the skills which they posses in others areas and which they should posses for working in that particular department

### **3.4 SAMPLING DESIGN**

Non – Probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. The items in the population are selected deliberately. The personal element has a great chance of entering into the selection of sample. Here convenience sampling technique has been used.

### **3.5 SAMPLE SIZE**

From the population a sample of 50 has been selected for the study. The sample for the study is the Staff Members of VJLEW.

### **3.6 METHOD OF DATA COLLECTION**

Primary Data was collected by the Questionnaire and the interview method. The Secondary Data was gathered through Job Description manuals.

### **3.7 TOOLS FOR ANALYSIS**

Statistical Tool for analysis are

- Rank Correlation
- Simple Percentage Analysis

### **3.8 PILOT STUDY**

Pilot study is a preliminary study conducted on a limited scale before the original studies are carried out in order to gain primary information, on the basis of which the main project would be planned and formulated. For the present study, the researcher several journals and literatures and through the discussions carried out with the Vice President – H.R of the Organization and the various department heads and with the faculty guide, appropriate Questionnaire was prepared.

The Changes incorporated after the Pilot study is done are as follows:

- The Rating scale has been changed from Three Scale to Five Scale
- Various Competencies have been grouped under one competency.
- Professional Oriented Competency in Questionnaire is alone prepared separately for each department rest of the (Business and People Oriented) Competency is kept common for all departments.

### **3.9 LIMITATION OF THIS STUDY**

- The sampling method was non – probability sampling method. Therefore the results of the survey might not be accurate.
- Some Respondent were hesitant in spending time on Questionnaire
- Since the project is on mapping their skills there are more chances for fake data's.
- More Chances for deviation in obtaining Competency Gap.

## *Data Analysis and Interpretation*

---

## CHAPTER – 4

### DATA ANALYSIS AND INTERPRETATION

This chapter deals with analysis and interpretation of data collected through questionnaire

#### 4.1 Profile of the Respondents

Profile of the respondents in terms of Years of Experience, Designation and Department are discussed below

##### 4.1.1 Years of Experience of Respondents

**Table 4.1- Distribution of Respondents on the basis of Experience**

<b>Years of Experience</b>	<b>No. of respondents</b>	<b>Percentage</b>
> 25 years	04	08
10 - 25	14	28
< 10 years	32	64
<b>Total</b>	<b>50</b>	<b>100</b>

From the above table its clear that most (64%) of the respondents are below 10 years of experience. 28% of respondents are between 10 – 25 years of experience. 8% of respondents are above 25 years of experience.

Since the maximum percentages of respondents are below 10 years we will be able to know correctly the competency level of each person



#### 4.1.2 Designation of the Respondents

**Table 4.2-Distribution of Respondents on the basis of Designation**

<b>Designation</b>	<b>No. Of respondents</b>	<b>Percentage</b>
Manager	08	16
Asst.Manager	05	10
Officer	07	14
Supervisor	13	26
Trainee	17	34
<b>Total</b>	<b>50</b>	<b>100</b>

From the table 4.2 it can be seen that most (34%) of respondents are of trainee designation. 26% of respondents are of supervisor designation. 14% of respondents are of officer designation. 10% of respondents are of Asst. Manager designation and 16% of respondents are of manager designation.

The maximum numbers of respondents are under the trainee category so we will be able to choose the correct training method after completing the entire analysis

### 4.1.3 Department of the Respondents

**Table 4.3 – Department wise Distribution of Respondents**

<b>Department</b>	<b>No. Of respondents</b>	<b>Percentage</b>
Human resource	07	14
Quality assurance	07	14
Manufacturing	08	16
Purchase	07	14
Sales & Marketing	07	14
R & D	07	14
Finance and Legal	07	14
<b>Total</b>	<b>50</b>	<b>100</b>

From the table 4.3 it can be seen that there are equal (14%) of respondents from each (Six) department except manufacturing in which there are 16% of respondents.

The respondents are of equal numbers from each department so we can identify the competency level of each department and can know in which department the competency level is very low.

**TABLE 4.4**  
**RANK CORRELATION FOR HR DEPARTMENT**

S.NO	PARTICULARS	MEAN	RANK
<b>BUSINESS COMPETENCIES</b>			
1	Understanding Business Concepts	1.80	37
2	Supports Profit Optimisation	1.80	37
3	Strives for Superior Results	2.24	9
4	Maintains Excellent Customer Relationship	2.32	7
5	Identifies and provides Customer Value	2.10	20
6	Understands Customers	2.12	19
7	Understands Competitors	2.00	26
8	Provides Customer satisfaction	2.16	14
9	Has a Helicopter View	2.16	14
10	Understands and deploys Strategy	1.82	36
11	Seeks New market opportunities	1.78	39
12	Identifies potential for Business	1.74	41
13	Understands Market Dynamics	1.58	43
14	Supports E- Business Opportunities	1.66	42
<b>PEOPLE COMPETENCIES</b>			
15	Works as an Effective Team Member	2.62	1
16	Understands Vision and Direction	2.46	2
17	Solves Problem and Resolves Conflicts	2.36	5
18	Communicates Effectively	2.32	7
19	Understanding the Dynamics of Change	2.04	24
20	Secure Change initiatives	1.96	30
21	Supports Innovation	2.18	13
22	Manages Own Performance	2.22	10
23	Takes responsibility	2.22	10
24	Coaches others	2.20	12
25	Influences Across the Organization	2.14	18
26	Is Open to Diversity and Complexity	2.08	21
27	Respects and leverages Differences	2.36	5
28	Contributes positively to organisational culture	2.42	4
<b>PROFESSIONAL COMPETENCIES</b>			
29	Negotiation Skills	2.08	21
30	Application and Exploitation of IT Tools	1.78	39
31	Project Management	1.92	32
32	Information management and Business Analysis	2.04	24
33	Six Sigma Concept	2.00	26
34	knowledge Management	2.06	23
35	Value Added solution Concepts	1.90	33
36	Lateral Service Orientation and Sensitivity	1.96	30
37	Recruitment	1.86	34
38	Managing knowledge and Learning	2.00	26
39	Reward and Remuneration	2.14	16
40	Industrial Relation and labour Laws	1.57	44
41	Performance improvement	2.00	26
42	Organizational Development	1.86	34
43	Employee relations	2.43	3
44	Pay Roll	2.14	16

From the above table 4.4 the highest rank is for the people competency and the rest of ranks are distributed evenly. More weightage is given to the people competency and next to the Professional competency and thirdly for business competency

**TABLE 4.5**  
**RANK CORRELATION FOR QUALITY DEPARTMENT**

S.NO	PARTICULARS	MEAN	RANK
<b>BUSINESS COMPETENCIES</b>			
1	Understanding Business Concepts	1.80	35
2	Supports Profit Optimisation	1.80	35
3	Strives for Superior Results	2.24	13
4	Maintains Excellent Customer Relationship	2.32	10
5	Identifies and provides Customer Value	2.10	22
6	Understands Customers	2.12	21
7	Understands Competitors	2.00	28
8	Provides Customer satisfaction	2.16	18
9	Has a Helicopter View	2.16	18
10	Understands and deploys Strategy	1.82	34
11	Seeks New market opportunities	1.78	37
12	Identifies potential for Business	1.74	39
13	Understands Market Dynamics	1.58	41
14	Supports E- Business Opportunities	1.66	40
<b>PEOPLE COMPETENCIES</b>			
15	Works as an Effective Team Member	2.62	3
16	Understands Vision and Direction	2.46	5
17	Solves Problem and Resolves Conflicts	2.36	8
18	Communicates Effectively	2.32	10
19	Understanding the Dynamics of Change	2.04	26
20	Secure Change initiatives	1.96	30
21	Supports Innovation	2.18	17
22	Manages Own Performance	2.22	14
23	Takes responsibility	2.22	14
24	Coaches others	2.20	16
25	Influences Across the Organization	2.14	20
26	Is Open to Diversity and Complexity	2.08	23
27	Respects and leverages Differences	2.36	8
28	Contributes positively to organisational culture	2.42	7
<b>PROFESSIONAL COMPETENCIES</b>			
29	Negotiation Skills	2.08	23
30	Application and Exploitation of IT Tools	1.78	37
31	Project Management	1.92	32
32	Information management and Business Analysis	2.04	26
33	Six Sigma Concept	2.00	28
34	knowledge Management	2.06	25
35	Value Added solution Concepts	1.90	33
36	Lateral Service Orientation and Sensitivity	1.96	30
37	Quality Audit	2.29	12
38	Quality Assurance	2.43	6
39	Quality Techniques	2.71	2
40	Health and Safety Management	2.57	4
41	Environment management	2.86	1

From the above table 4.5 the highest rank is for the professional competency and the rest of ranks are distributed evenly. More weightage is given to the people competency and next to the Professional competency and thirdly for business competency

**TABLE 4.6**  
**RANK CORRELATION FOR MANUFACTURING DEPARTMENT**

S.NO	PARTICULARS	MEAN	RANK
<b>BUSINESS COMPETENCIES</b>			
1	Understanding Business Concepts	1.80	38
2	Supports Profit Optimisation	1.80	38
3	Strives for Superior Results	2.24	16
4	Maintains Excellent Customer Relationship	2.32	14
5	Identifies and provides Customer Value	2.10	23
6	Understands Customers	2.12	22
7	Understands Competitors	2.00	27
8	Provides Customer satisfaction	2.16	19
9	Has a Helicopter View	2.16	19
10	Understands and deploys Strategy	1.82	30
11	Seeks New market opportunities	1.78	30
12	Identifies potential for Business	1.74	31
13	Understands Market Dynamics	1.58	32
14	Supports E- Business Opportunities	1.66	31
<b>PEOPLE COMPETENCIES</b>			
15	Works as an Effective Team Member	2.62	8
16	Understands Vision and Direction	2.46	8
17	Solves Problem and Resolves Conflicts	2.36	10
18	Communicates Effectively	2.32	11
19	Understanding the Dynamics of Change	2.04	19
20	Secure Change initiatives	1.96	21
21	Supports Innovation	2.18	14
22	Manages Own Performance	2.22	11
23	Takes responsibility	2.22	11
24	Coaches others	2.20	11
25	Influences Across the Organization	2.14	11
26	Is Open to Diversity and Complexity	2.08	11
27	Respects and leverages Differences	2.36	10
28	Contributes positively to organisational culture	2.42	8
<b>PROFESSIONAL COMPETENCIES</b>			
29	Negotiation Skills	2.08	9
30	Application and Exploitation of IT Tools	1.78	15
31	Project Management	1.92	13
32	Information management and Business Analysis	2.04	10
33	Six Sigma Concept	2.00	10
34	knowledge Management	2.06	9
35	Value Added solution Concepts	1.90	10
36	Lateral Service Orientation and Sensitivity	1.96	9
37	Manufacturing Process	2.75	4
38	Manufacturing Performance Management	2.88	3
39	Manufacturing Economy & Asset Investment	2.63	4
40	Implementing Innovation	3.00	2
41	Maintenance Management	2.75	2
42	Production Management	3.13	1
43	Utilities Management	2.63	1
44	Time and methods Planning	2.38	1

From the above table 4.6 the highest rank is for the professional competency and the rest of ranks are distributed evenly. More weightage is given to the professional competency and next to the people competency and thirdly for business competency

**TABLE 4.7**  
**RANK CORRELATION FOR PURCHASE DEPARTMENT**

S.NO	PARTICULARS	MEAN	RANK
<b>BUSINESS COMPETENCIES</b>			
1	Understanding Business Concepts	1.80	36
2	Supports Profit Optimisation	1.80	36
3	Strives for Superior Results	2.24	14
4	Maintains Excellent Customer Relationship	2.32	12
5	Identifies and provides Customer Value	2.10	23
6	Understands Customers	2.12	22
7	Understands Competitors	2.00	29
8	Provides Customer satisfaction	2.16	19
9	Has a Helicopter View	2.16	19
10	Understands and deploys Strategy	1.82	35
11	Seeks New market opportunities	1.78	38
12	Identifies potential for Business	1.74	40
13	Understands Market Dynamics	1.58	43
14	Supports E- Business Opportunities	1.66	42
<b>PEOPLE COMPETENCIES</b>			
15	Works as an Effective Team Member	2.62	4
16	Understands Vision and Direction	2.46	6
17	Solves Problem and Resolves Conflicts	2.36	10
18	Communicates Effectively	2.32	12
19	Understanding the Dynamics of Change	2.04	27
20	Secure Change initiatives	1.96	31
21	Supports Innovation	2.18	18
22	Manages Own Performance	2.22	15
23	Takes responsibility	2.22	15
24	Coaches others	2.20	17
25	Influences Across the Organization	2.14	21
26	Is Open to Diversity and Complexity	2.08	24
27	Respects and leverages Differences	2.36	10
28	Contributes positively to organisational culture	2.42	9
<b>PROFESSIONAL COMPETENCIES</b>			
29	Negotiation Skills	2.08	24
30	Application and Exploitation of IT Tools	1.78	38
31	Project Management	1.92	33
32	Information management and Business Analysis	2.04	27
33	Six Sigma Concept	2.00	29
34	knowledge Management	2.06	26
35	Value Added solution Concepts	1.90	34
36	Lateral Service Orientation and Sensitivity	1.96	31
37	Supply chain modeling	2.86	2
38	production allocation and planning	2.43	7
39	Ware Housing And Distribution	1.71	41
40	Supplies management	2.43	7
41	Supplier Selection & Development	2.71	3
42	Supply Chain Process, Tools & Techinques	2.57	5
43	Supplier Relationship Management	3.14	1

From the above table 4.7 the highest rank is for the professional competency and the rest of ranks are distributed evenly. More weightage is given to the people competency and next to the Professional competency and thirdly for business competency

**TABLE 4.8**  
**RANK CORRELATION FOR SALES DEPARTMENT**

S.NO	PARTICULARS	MEAN	RANK
<b>BUSINESS COMPETENCIES</b>			
1	Understanding Business Concepts	1.80	38
2	Supports Profit Optimisation	1.80	38
3	Strives for Superior Results	2.24	14
4	Maintains Excellent Customer Relationship	2.32	9
5	Identifies and provides Customer Value	2.10	25
6	Understands Customers	2.12	24
7	Understands Competitors	2.00	31
8	Provides Customer satisfaction	2.16	19
9	Has a Helicopter View	2.16	19
10	Understands and deploys Strategy	1.82	37
11	Seeks New market opportunities	1.78	40
12	Identifies potential for Business	1.74	42
13	Understands Market Dynamics	1.58	44
14	Supports E- Business Opportunities	1.66	43
<b>PEOPLE COMPETENCIES</b>			
15	Works as an Effective Team Member	2.62	2
16	Understands Vision and Direction	2.46	4
17	Solves Problem and Resolves Conflicts	2.36	7
18	Communicates Effectively	2.32	9
19	Understanding the Dynamics of Change	2.04	29
20	Secure Change initiatives	1.96	33
21	Supports Innovation	2.18	18
22	Manages Own Performance	2.22	15
23	Takes responsibility	2.22	15
24	Coaches others	2.20	17
25	Influences Across the Organization	2.14	23
26	Is Open to Diversity and Complexity	2.08	26
27	Respects and leverages Differences	2.36	7
28	Contributes positively to organisational culture	2.42	6
<b>PROFESSIONAL COMPETENCIES</b>			
29	Negotiation Skills	2.08	26
30	Application and Exploitation of IT Tools	1.78	40
31	Project Management	1.92	35
32	Information management and Business Analysis	2.04	29
33	Six Sigma Concept	2.00	31
34	knowledge Management	2.06	28
35	Value Added solution Concepts	1.90	36
36	Lateral Service Orientation and Sensitivity	1.96	33
37	Key Accounts Management	2.57	3
38	Sales and Trade Promotion	2.29	11
39	product marketing	2.71	1
40	Product Line management	2.14	21
41	Territory and Distributor management	2.29	11
42	Brand Communication	2.14	21
43	Development of Sales infrastructure	2.29	11
44	Market Research and knowledge	2.43	5

From the above table 4.8 the highest rank is for the professional competency and the rest of ranks are distributed evenly. More weightage is given to the people competency and next to the Professional competency and thirdly for business competency

**TABLE 4.9**  
**RANK CORRELATION FOR R&D DEPARTMENT**

S.NO	PARTICULARS	MEAN	RANK
<b>BUSINESS COMPETENCIES</b>			
1	Understanding Business Concepts	1.80	32
2	Supports Profit Optimisation	1.80	32
3	Strives for Superior Results	2.24	8
4	Maintains Excellent Customer Relationship	2.32	6
5	Identifies and provides Customer Value	2.10	17
6	Understands Customers	2.12	16
7	Understands Competitors	2.00	23
8	Provides Customer satisfaction	2.16	13
9	Has a Helicopter View	2.16	13
10	Understands and deploys Strategy	1.82	31
11	Seeks New market opportunities	1.78	34
12	Identifies potential for Business	1.74	36
13	Understands Market Dynamics	1.58	38
14	Supports E- Business Opportunities	1.66	37
<b>PEOPLE COMPETENCIES</b>			
15	Works as an Effective Team Member	2.62	1
16	Understands Vision and Direction	2.46	2
17	Solves Problem and Resolves Conflicts	2.36	4
18	Communicates Effectively	2.32	6
19	Understanding the Dynamics of Change	2.04	21
20	Secure Change initiatives	1.96	26
21	Supports Innovation	2.18	12
22	Manages Own Performance	2.22	9
23	Takes responsibility	2.22	9
24	Coaches others	2.20	11
25	Influences Across the Organization	2.14	15
26	Is Open to Diversity and Complexity	2.08	18
27	Respects and leverages Differences	2.36	4
28	Contributes positively to organisational culture	2.42	3
<b>PROFESSIONAL COMPETENCIES</b>			
29	Negotiation Skills	2.08	18
30	Application and Exploitation of IT Tools	1.78	34
31	Project Management	1.92	28
32	Information management and Business Analysis	2.04	21
33	Six Sigma Concept	2.00	23
34	knowledge Management	2.06	20
35	Value Added solution Concepts	1.90	29
36	Lateral Service Orientation and Sensitivity	1.96	26
37	Innovation management	0.86	41
38	Intellectual property Rights	0.57	42
39	Application Engineering Management	0.57	42
40	Process Development	1.86	30
41	Product Development	2.00	23
42	Techonolgy Transfer	1.57	39
43	Claims Definition and Risk management	1.43	40

From the above table 4.9 the highest rank is for the people competency and the rest of ranks are distributed evenly. More weightage is given to the people competency and next to the business competency and thirdly for professional competency



**TABLE 4.10**  
**RANK CORRELATION FOR FINANCE DEPARTMENT**

S.NO	PARTICULARS	MEAN	RANK
<b>BUSINESS COMPETENCIES</b>			
1	Understanding Business Concepts	1.80	36
2	Supports Profit Optimisation	1.80	36
3	Strives for Superior Results	2.24	10
4	Maintains Excellent Customer Relationship	2.32	8
5	Identifies and provides Customer Value	2.10	19
6	Understands Customers	2.12	18
7	Understands Competitors	2.00	25
8	Provides Customer satisfaction	2.16	15
9	Has a Helicopter View	2.16	15
10	Understands and deploys Strategy	1.82	35
11	Seeks New market opportunities	1.78	38
12	Identifies potential for Business	1.74	40
13	Understands Market Dynamics	1.58	43
14	Supports E- Business Opportunities	1.66	42
<b>PEOPLE COMPETENCIES</b>			
15	Works as an Effective Team Member	2.62	2
16	Understands Vision and Direction	2.46	4
17	Solves Problem and Resolves Conflicts	2.36	6
18	Communicates Effectively	2.32	8
19	Understanding the Dynamics of Change	2.04	23
20	Secure Change initiatives	1.96	28
21	Supports Innovation	2.18	14
22	Manages Own Performance	2.22	11
23	Takes responsibility	2.22	11
24	Coaches others	2.20	13
25	Influences Across the Organization	2.14	17
26	Is Open to Diversity and Complexity	2.08	20
27	Respects and leverages Differences	2.36	6
28	Contributes positively to organisational culture	2.42	5
<b>PROFESSIONAL COMPETENCIES</b>			
29	Negotiation Skills	2.08	20
30	Application and Exploitation of IT Tools	1.78	38
31	Project Management	1.92	30
32	Information management and Business Analysis	2.04	23
33	Six Sigma Concept	2.00	25
34	knowledge Management	2.06	22
35	Value Added solution Concepts	1.90	31
36	Lateral Service Orientation and Sensitivity	1.96	28
37	Treasury management	2.71	1
38	Mergers, Acquisitions and Divestments	2.00	25
39	Tax management	2.57	3
40	Accounting Operation	1.71	41
41	Financial Risk management	1.86	32
42	Legal management	1.86	32
43	Insurance / Risk Management	1.57	44
44	Performance Reporting and Management	1.86	32

From the above table 4.10 the highest rank is for the professional competency and the rest of ranks are distributed evenly. More weightage is given to the people competency and next to the Professional competency and thirdly for business competency

TABLE 4.11

## SIMPLE PERCENTAGE ANALYSIS FOR BUSINESS COMPETENCIES

COMPETENCIES	LEVEL OF COMPETENCIES IN %				
	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V
<b>Delivers Results</b>					
Understanding Business Concepts	-	36	48	16	-
Supports Profit Optimisation	4	22	64	10	-
Strives for Superior Results	-	24	34	36	6
<b>Customer Relationship Management</b>					
Maintains Excellent Customer Relationship	-	18	44	26	12
Identifies and provides Customer Value	2	18	52	24	4
Understands Customers	4	16	50	24	6
Understands Competitors	2	20	60	12	6
Provides Customer satisfaction	-	18	54	22	6
<b>Understanding Strategy</b>					
Has a Helicopter View	2	20	40	36	2
Understands and deploys Strategy	2	28	56	14	-
<b>Developing and supporting Business Strategy</b>					
Seeks New market opportunities	6	24	56	14	-
Identifies potential for Business	6	26	56	12	-
Understands Market Dynamics	6	38	48	8	-
Supports E- Business Opportunities	8	26	58	8	-

From the above table 4.11 it can be seen that maximum percentage of business competency of the organisation lies in the Level III

TABLE 4.12

## SIMPLE PERCENTAGE ANALYSIS FOR PEOPLE COMPETENCIES

COMPETENCIES	LEVEL OF COMPETENCIES IN %				
	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V
<b>Creating Shared Commitments</b>					
Works as an Effective Team Member	-	12	24	54	10
Understands Vision and Direction	-	16	30	46	8
Solves Problem and Resolves Conflicts	-	10	50	34	6
communicates Effectively	-	16	44	32	8
<b>Supporting Change</b>					
Understanding the Dynamics of Change	-	24	54	16	6
Secure Change initiatives	-	26	58	10	6
Supports Innovation	-	24	38	34	4
<b>Develops Self</b>					
Manages Own Performance	2	18	40	36	4
Takes responsibility	-	26	32	36	6
Coaches others	-	26	36	30	8
<b>Working in a Global environment</b>					
Influences Across the Organization	2	20	44	30	4
Is Open to Diversity and Complexity	2	16	54	28	-
Respects and leverages Differences	2	10	42	42	4
Contributes positively to organisational culture	2	12	28	58	-

From the above table 4.12 it can be seen that maximum percentage of people competency of the organisation lies in the Level III

TABLE 4.13

## SIMPLE PERCENTAGE ANALYSIS FOR PROFESSIONAL COMPETENCIES

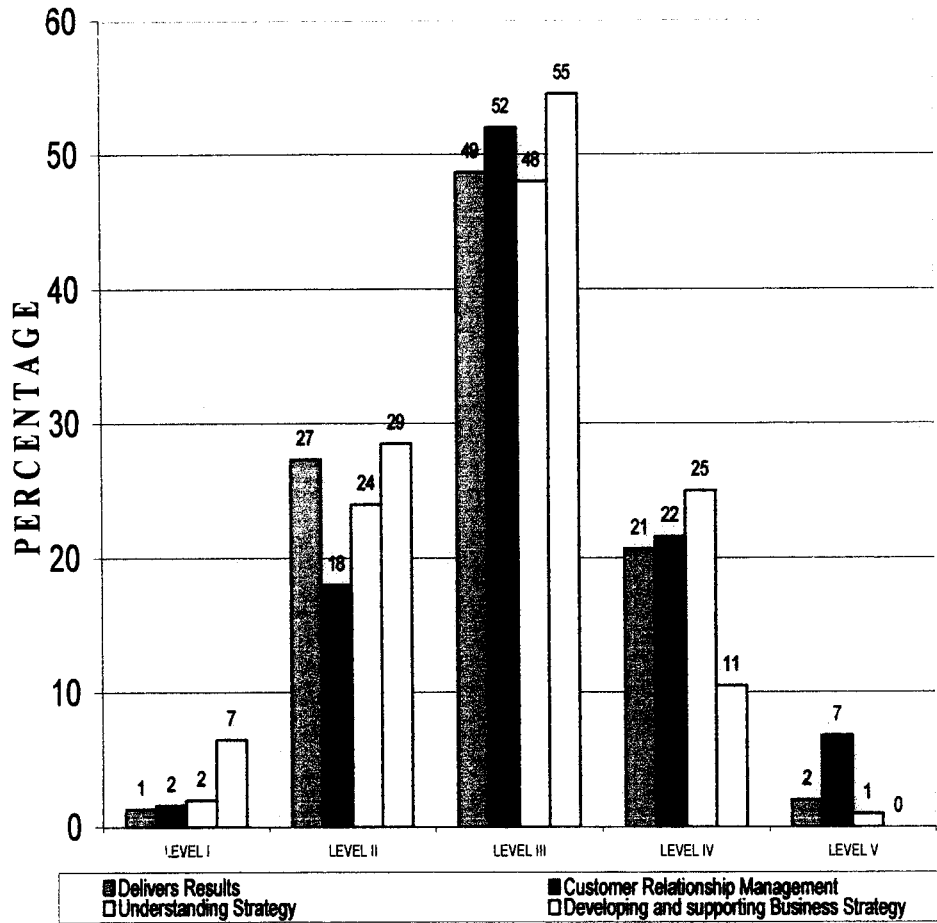
COMPETENCIES	LEVEL OF COMPETENCIES IN %				
	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V
<b>General Competencies</b>					
Negotiation Skills	2	22	46	26	4
Application and Exploitation of IT Tools	6	36	34	22	2
Project Management	8	14	58	18	2
Information management and Business Analysis	8	22	30	38	2
Six Sigma Concept	10	28	14	48	-
knowledge Management	6	18	42	32	2
Value Added solution Concepts	8	30	26	36	-
Lateral Service Orientation and Sensitivity	6	30	28	34	2
<b>Sales &amp; Marketing Competencies</b>					
Key Accounts Management	-	-	57	29	14
Sales and Trade Promotion	-	29	28	29	14
product marketing	-	-	43	43	14
Product Line management	-	43	-	57	-
Territory and Distributor management	-	29	14	57	-
Brand Communication	-	29	28	43	-
Development of Sales infrastructure	-	43	-	43	14
Market Research and knowledge	-	29	14	43	14
<b>Human Resource</b>					
Recruitment	-	29	57	14	-
Managing knowledge and Learning	-	28	43	29	-
Reward and Renumeration	-	14	57	29	-
Industrial Relation and labour Laws	-	57	29	14	-
Performance improvement	-	29	42	29	-
Organizational Development	-	43	28	29	-
Employee relations	-	-	57	43	-
Pay Roll	-	14	57	29	-
<b>R&amp;D &amp; Application Competencies</b>					
Innovation management	43	43	-	14	-
Intellectual property Rights	86	-	-	-	14
Application Engineering Management	86	-	-	-	14
Process Development	14	29	29	14	14
Product Development	14	15	43	14	14
Techonolgy Transfer	29	14	43	-	14
Claims Definition and Risk management	29	14	43	14	-

COMPETENCIES	LEVEL OF COMPETENCIES IN %				
	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V
<b>Quality Competencies</b>					
Quality Audit	-	-	71	29	-
Quality Assurance	-	-	57	43	-
Quality Techniques	-	-	43	43	14
Health and Safety Management	-	-	43	57	-
Environment management	-	-	29	57	14
<b>Purchasing competencies</b>					
Supply chain modeling	-	14	29	14	43
production allocation and planning	-	14	29	57	-
Ware Housing And Distribution	14	14	58	14	-
Supplies management	-	14	29	57	-
Supplier Selection & Development	-	14	28	29	29
Supply Chain Process, Tools & Techinques	-	-	43	57	-
Supplier Relationship Management	-	-	14	57	29
<b>Finance &amp; Legal Competencies</b>					
Treasury management	-	-	57	14	29
Mergers, Acquisitions and Divestments	-	-	57	14	29
Tax management	-	-	71	0	29
Accounting Operation	-	-	57	14	29
Financial Risk management	-	57	-	43	-
Legal management	-	57	-	43	-
Insurance / Risk Management	-	57	29	14	-
Performance Reporting and Management	-	57	-	43	-
<b>Manufacturing Competencies</b>					
Manufacturing Process	-	-	38	50	12
Manufacturing Performance Management	-	-	25	63	12
Manufacturing Economy & Asset Investment	-	-	50	38	12
Implementing Innovation	-	-	13	75	12
Maintenance Management	-	13	37	13	37
Production Management	-	-	25	38	37
Utilities Management	-	-	63	12	25
Time and methods Planning	-	-	63	37	-

From the above table 4.13 it can be seen that maximum percentage of professional competency of the organisation lies in the Level III.

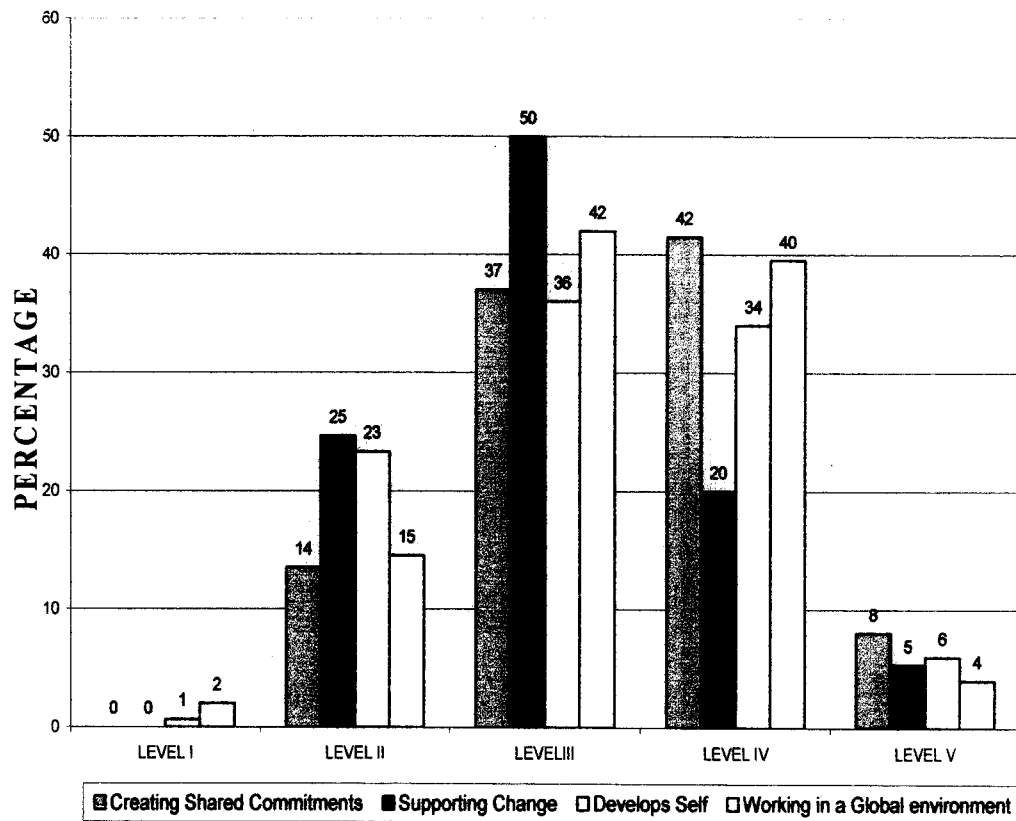
From the above table 4.13 it inferences that the R&D Department is only having the least percentag

**FIGURE 4.1 LEVEL OF BUSINESS COMPETENCIES IN THE ORGANISATION**



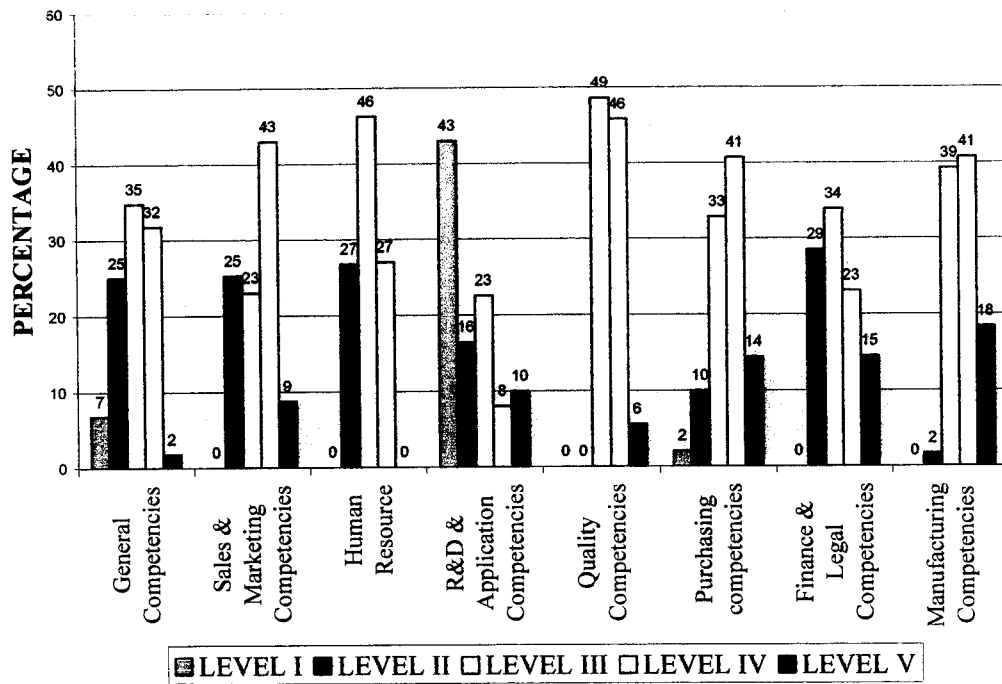
The above figure 4.1 shows that the Business Competency Level of most of employees falls in 3<sup>rd</sup> Level which is moderate. Focus on training is suggested for the employees who are in level I & II.

**FIGURE 4.2 LEVEL OF PEOPLE COMPETENCIES IN THE ORGANISATION**



The above figure 4.2 shows that the People Competency Level of most of the employees falls in 3<sup>rd</sup> & 4<sup>th</sup> level which is good. Focus on training is suggested for the employees who are in Level I & II which will lead to excellence.

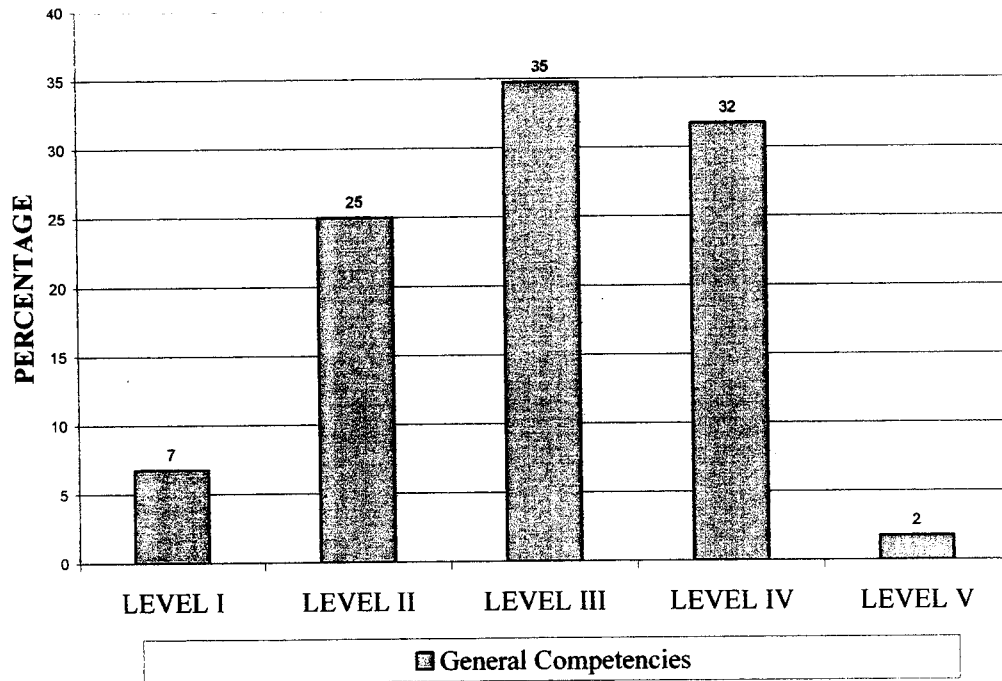
**FIGURE 4.3 LEVEL OF PROFESSIONAL COMPETENCIES IN THE ORGANISATION**



The above figure 4.3 shows that the employees of Manufacturing Department are very good in their Professional Competency Level where as the Professional Competency Level of the employees of R&D Department are low. Hence from this chart we can identify the low profiles and plan the training accordingly.

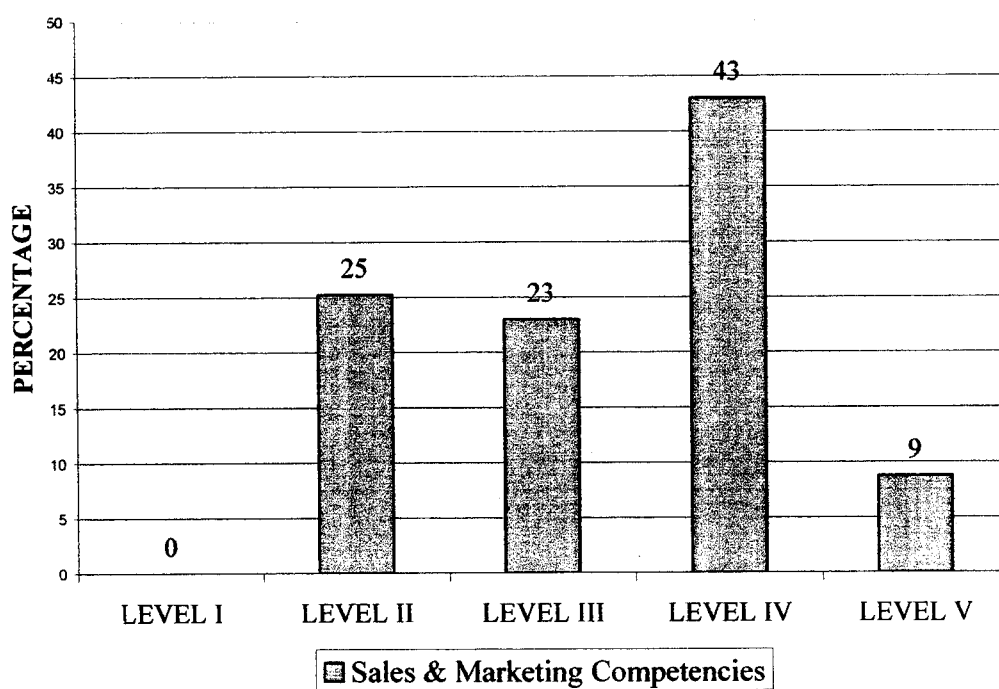


**FIGURE 4.4 LEVEL OF GENERAL COMPETENCY A SUB CLAUSE OF PROFESSIONAL COMPETENCY IN THE ORGANISATION**



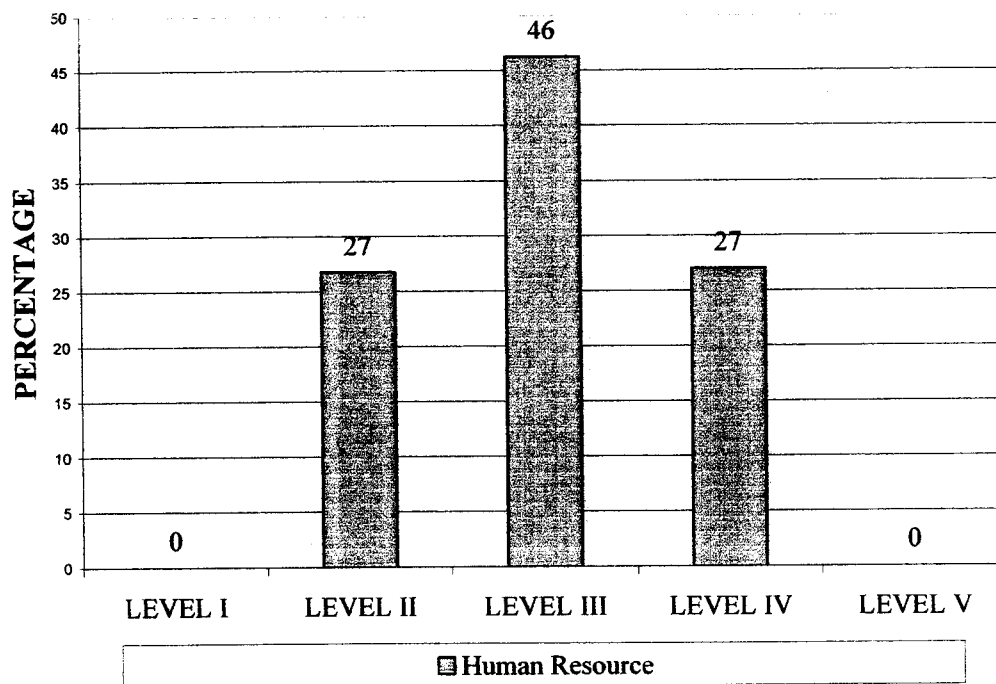
The above figure 4.4 shows that the employees of the Organisation are good in the General Competency. Focus on training is suggested for the employees who are in level I & II.

**FIGURE 4.5 LEVEL OF PROFESSIONAL COMPETENCIES FOR SALES & MARKETING DEPARTMENT**



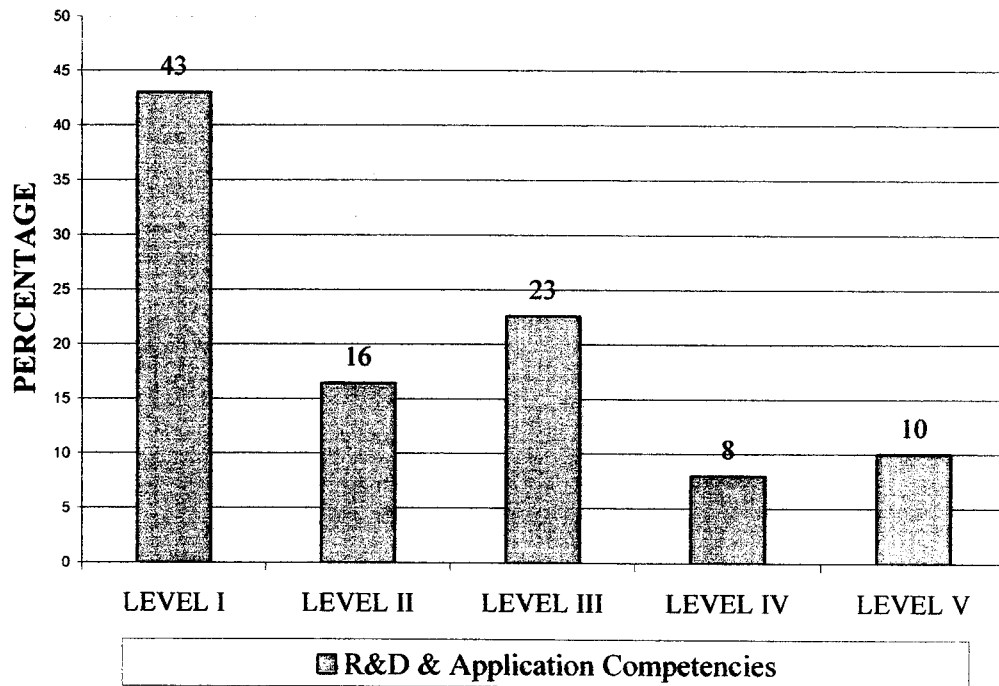
The above figure 4.5 shows that the employees of the Sales & Marketing department are good in Professional Competency. Further training helps them to attain the planned target.

**FIGURE 4.6 LEVEL OF PROFESSIONAL COMPETENCIES FOR HUMAN RESOURCE DEPARTMENT**



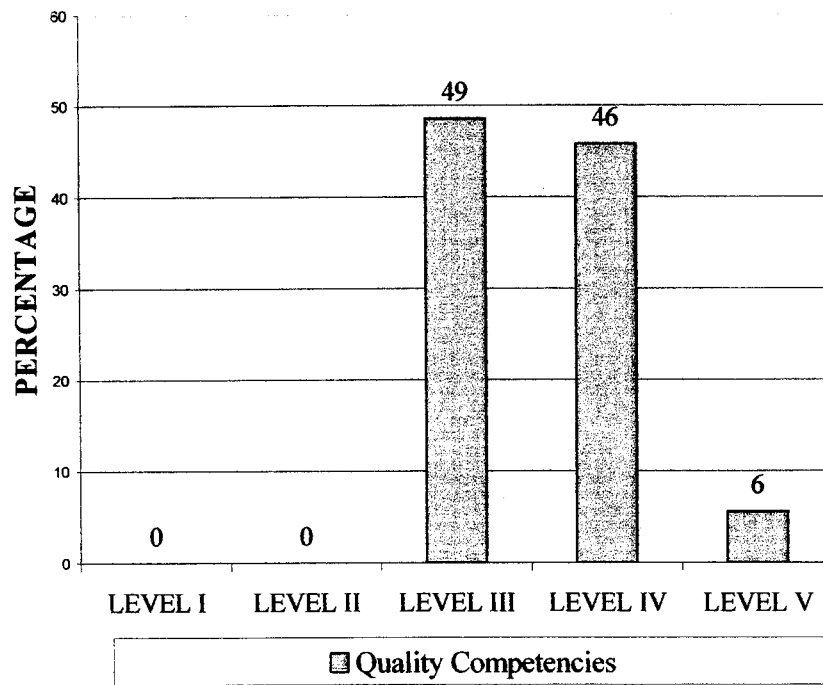
The above figure 4.6 shows that the employees of the Human Resource department are good in their Professional Competency. Focus on training is suggested for the employees who are in Level I & II which will lead to excellence.

**FIGURE 4.7 LEVEL OF PROFESSIONAL COMPETENCIES FOR R&D DEPARTMENT**



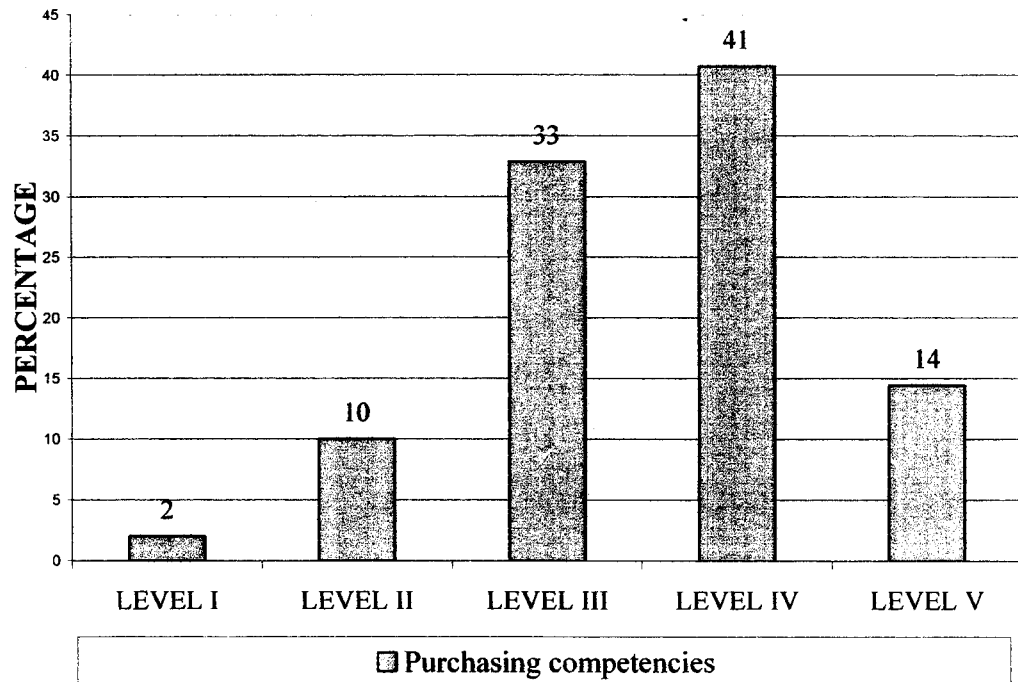
The above figure 4.7 shows that the Professional Competency Level of the most of the employees are low in R&D Department. Focus is required to improve their Professional Competency Level by necessary training. If their Competency Level remains unchanged the Organization will lack new and innovative products.

**FIGURE 4.8 LEVEL OF PROFESSIONAL COMPETENCIES FOR QUALITY ASSURANCE DEPARTMENT**



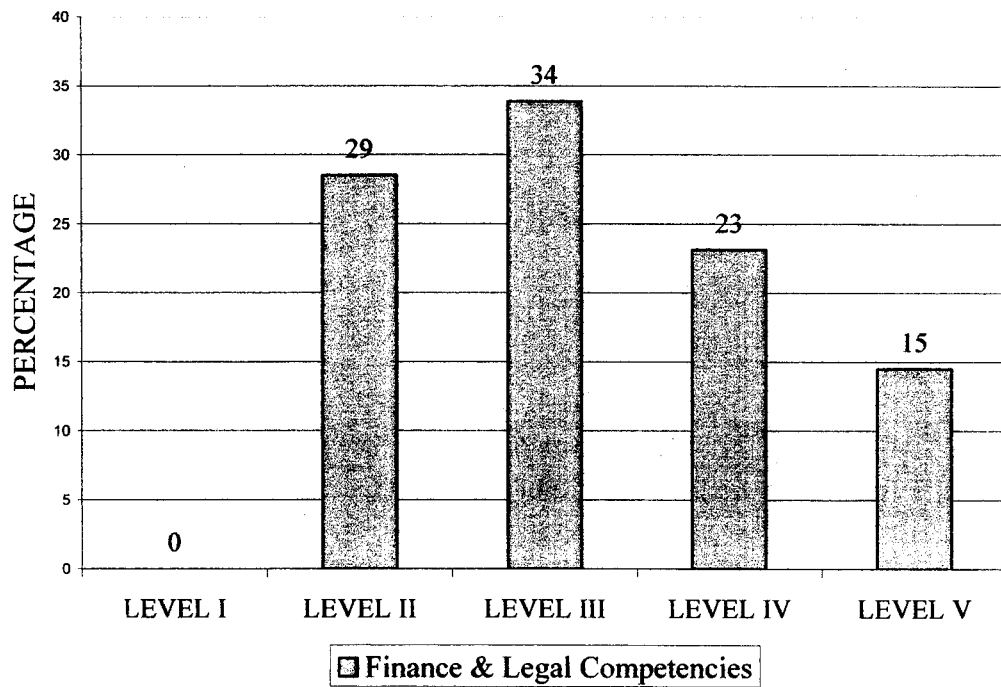
The above figure 4.8 shows that the Professional Competency Level of the employees of the Quality Department are good. Further training will enable them to achieve the higher Level which will reflect the standard of the product.

**FIGURE 4.9 LEVEL OF PROFESSIONAL COMPETENCIES FOR PURCHASE DEPARTMENT**



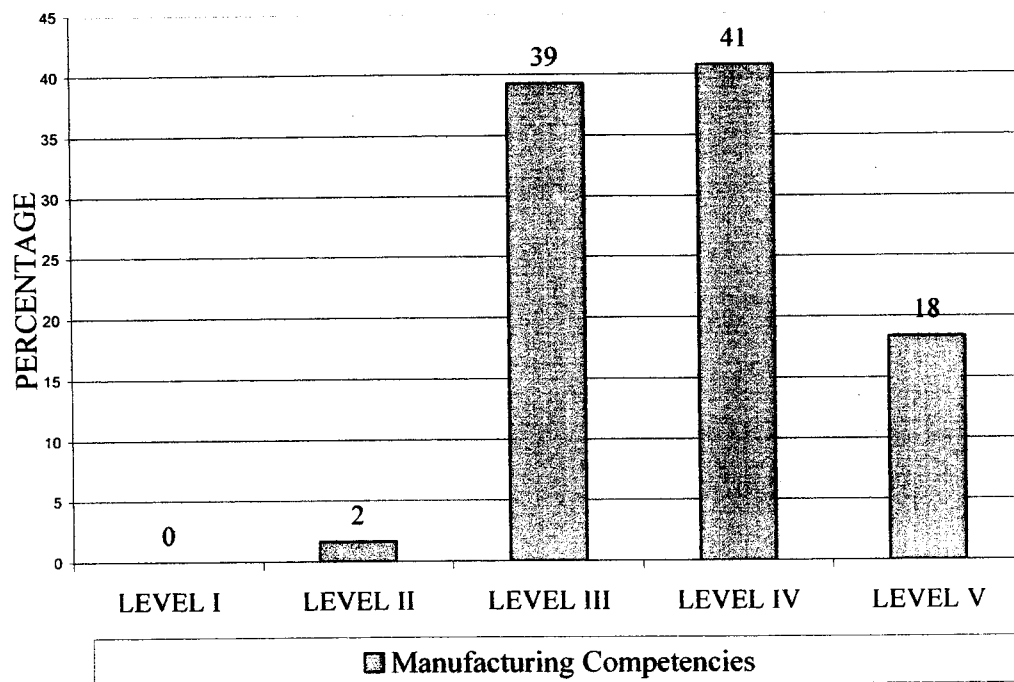
The above figure 4.9 shows that the employees of the Purchasing department are very good in their Professional Competency. Further training will enhance them to provide the right product at the right at the right place. Hence the manufacturing process doesn't get affected.

**FIGURE 4.10 LEVEL OF PROFESSIONAL COMPETENCIES FOR FINANCE & LEGAL DEPARTMENT**



The above figure 4.10 shows that the employees of the Finance and Legal department are good in their Professional Competency. Focus on Training is suggested for the employees who are in Level II which will lead to excellence.

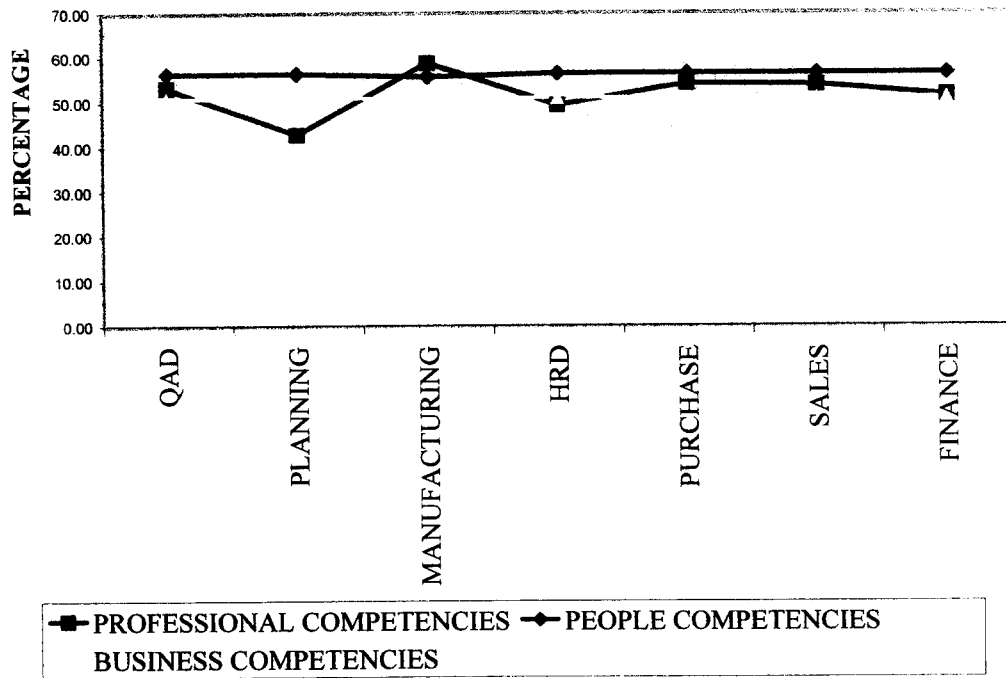
**FIGURE 4.11 LEVEL OF PROFESSIONAL COMPETENCIES FOR MANUFACTURING DEPARTMENT**



The above figure 4.11 shows that the employees of Manufacturing Department are very good in their Professional Competency. Focus on Training will enhance them to produce the quality products with minimum wastage.



**FIGURE 4.12 LEVEL OF COMPETENCIES IN ALL DEPARTMENTS**



From the above figure 4.12 it's clear that the Manufacturing department is good in business and people competency and very good in professional competency. Next to it Purchase department is good in the all the competency. The rest of the departments should be given proper training to increase their competency level.

*Conclusion*

---

## **CHAPTER – V**

### **CONCLUSION**

#### **5.1 RESULTS AND DISCUSSIONS**

This chapter deals with the findings and suggestions

##### **5.1.1 Profile of the Respondents**

The following findings are derived from the profile of the respondents

- Majority of Respondents have experience below 10 years
- Most of the Respondents are in Trainee category
- Respondents were equally distributed in all the departments.

##### **5.1.2 Findings from Rank Correlation**

The following findings has been obtained by doing Rank correlation in Department wise

- The employees of Human Resource Department ranked high for People Competency. Their overall Competency Level is also high in People Competency. The Professional Competency should be given more importance especially the Industrial Relations and Labour Welfare as it has obtained the least rank.
- The employees of Quality Assurance Department ranked high for Professional Competency. There is slight variation between the People and Professional competency level in this department. Further training will enable

them to achieve the higher Level which will reflect the standard of the product. Likewise the business competency level of this department should also be trained.

- The employees of Manufacturing Department ranked high for Professional Competency. Focus on Training will enhance them to produce the quality products with minimum wastage.
- The employees of Purchase Department ranked high for Professional Competency. Further training will enhance them to provide the right product at the right at the right place. Hence the manufacturing process doesn't get affected. Focus on training for People and Business Competency is also must.
- The employees of Sales Department ranked high for Professional Competency. Further training helps them to attain the planned target and good place in the market.
- The employees of R&D Department ranked high for People Competency. Professional Competency level is low in this department. Focus is required to improve their Professional Competency Level by necessary training. If their Competency Level remains unchanged the Organization will lack new and innovative products.
- The employees of Finance Department ranked high for Professional Competency. The competency level is more in the People competency. The professional competency is less in this department training should be given in this module.

### 5.1.3 Findings from Simple Percentage Analysis

The following findings have been obtained by doing Simple Percentage Analysis in Organisational Level.

- The Business Competency in organization lies in an average level that is 51% in Level III and 24% in Level II.
- The People Competency in organization lies in an average level that is 41% in Level III and 34% in Level IV
- The Professional Competency in organization lies in an average level that is 41% in Level III and 33% in Level IV

## 5.2 SUGGESTIONS

- Professional Competency can be attained by the following training methods for each department
  - On –the – Job Training should be given to R&D, Finance, Sales and Quality Department.
  - Off – the – Job Training method should be used in Human Resource and Purchase department.
  - Manufacturing department is good in professional competency so concentration should be given on people and business competencies.
- People Competency Level is moderate in all departments so further training will enhance the move towards excellence.
- Focus required to improve the Business Competency Level of the employees by proper and periodic training. Especially induction training program is very

important for all new recruits wherein they will acquire knowledge about the Company's profile and business.

- From the above analysis it's clear that the professional competency level of the employees of all departments is average. During recruitment assessment importance should be given to acquaintance of required level of professional competency. Likewise acquaintance of People Competency shall be assessed for required level to ensure teamwork, vision, responsibility, communication and performance.
- The strategy to reduce the attrition rate is to provide proper professional competency training by using suggested methods as discussed above and by adopting suitable rewarding system.

### **5.3 CONCLUSION**

Today's organization has to face more competitions. To survive in this competitive world the employees of the organization should be of highly competent. They should possess skills, Knowledge and right attitude towards the job. The organization should find out the competency level of employees and should train them in the area in which they lack. Hence the organization should adopt competency mapping periodically and should provide training accordingly.

### **5.4 DIRECTION FOR FUTURE RESEARCH**

This project has been done manually by distributing the questionnaire and collecting the data instead it can be done through online which will reduce the time and accuracy of the data will be high. This project has been done only for one unit of this organisation which can be done to other units also. The concept of 360 degree feedback and the Balance Scorecard can be used still in an effective manner to get more accurate outputs.

*Annexure*

---

## ANNEXURE - I

**A STUDY ON IDENTIFYING THE CORE COMPETENCIES REQUIRED FOR STAFF  
MEMBERS IN VEEJAY LAKSHMI ENGG. WORKS LIMITED, COIMBATORE**

## QUESTIONNAIRE

NAME :

DEPARTMENT :

YEARS OF EXP :

DESIGNATION :

Please Insert (√) mark for the option preferred

LEVEL I-Poor LEVEL II-Good LEVEL III-Very Good LEVEL IV-Excellent LEVEL V-Teaching

COMPETENCIES	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V
<b>BUSINESS COMPETENCIES</b>					
<b>Delivers Results</b>					
Understanding Business Concepts					
Supports Profit Optimisation					
Strives for Superior Results					
<b>Customer Relationship Management</b>					
Maintains Excellent Customer Relationship					
Identifies and provides Customer Value					
Understands Customers					
Understands Competitors					
Provides Customer satisfaction					
<b>Understanding Strategy</b>					
Has a Helicopter View					
Understands and deploys Strategy					
<b>Developing and supporting Business Strategy</b>					
Seeks New market opportunities					
Identifies potential for Business					
Understands Market Dynamics					
Supports E- Business Opportunities					
<b>PEOPLE COMPETENCIES</b>					
<b>Creating Shared Commitments</b>					
Works as an Effective Team Member					
Understands Vision and Direction					
Solves Problem and Resolves Conflicts					
communicates Effectively					



COMPETENCIES	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V
<b>Supporting Change</b>					
Understanding the Dynamics of Change					
Secure Change initiatives					
Supports Innovation					
<b>Develops Self</b>					
Manages Own Performance					
Takes responsibility					
Coaches others					
<b>Working in a Global environment</b>					
Influences Across the Organization					
Is Open to Diversity and Complexity					
Respects and leverages Differences					
Contributes positively to organisational culture					
<b>PROFESSIONAL COMPETENCIES</b>					
<b>General Competencies</b>					
Negotiation Skills					
Application and Exploitation of IT Tools					
Project Management					
Information management and Business Analysis					
Six Sigma Concept					
knowledge Management					
Value Added solution Concepts					
Lateral Service Orientation and Sensitivity					
<b>Sales &amp; Marketing Competencies</b>					
Key Accounts Management					
Sales and Trade Promotion					
product marketing					
Product Line management					
Territory and Distributor management					
Brand Communication					
Development of Sales infrastructure					
Market Research and knowledge					
<b>Human Resource</b>					
Recruitment					
Managing knowledge and Learning					
Reward and Remuneration					
Industrial Relation and labour Laws					
Performance improvement					
Organizational Development					
Employee relations					
Pay Roll					

COMPETENCIES	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V
<b>R&amp;D &amp; Application Competencies</b>					
Innovation management					
Intellectual property Rights					
Application Engineering Management					
Process Development					
Product Development					
Techonolgy Transfer					
Claims Definition and Risk management					
<b>Quality Competencies</b>					
Quality Audit					
Quality Assurance					
Quality Techniques					
Health and Safety Management					
Environment management					
<b>Purchasing competencies</b>					
Supply chain modeling					
production allocation and planning					
Ware Housing And Distribution					
Supplies management					
Supplier Selection & Development					
Supply Chain Process, Tools & Techinques					
Supplier Relationship Management					
<b>Finance &amp; Legal Competencies</b>					
Treasury management					
Mergers, Acquisitions and Divestments					
Tax management					
Accounting Operation					
Financial Risk management					
Legal management					
Insurance / Risk Management					
Performance Reporting and Management					
<b>Manufacturing Competencies</b>					
Manufacturing Process					
Manufacturing Performance Management					
Manufacturing Economy & Asset Investment					
Implementing Innovation					
Maintenance Management					
Production Management					
Utilities Management					
Time and methods Planning					

## *References*

---

## REFERENCES

### BOOKS

1. Gary Hamel and C.K. Prahalad (1996) *Competing for future* Harvard Business School Press
2. R.Palan PhD (2003) *Competency Management Practitioners Guide*, Malaysia, Specialist Management Resources Sdn Bhd,
3. Seema Sanghi (2007) *The Handbook Of Competency Mapping* 2nd edition Sage Publications Pvt. Ltd

### WEBSITES

[www.amazon.com](http://www.amazon.com)

[www.careertrainer.com](http://www.careertrainer.com)

[www.citehr.com](http://www.citehr.com)

[www.googlebooks.com](http://www.googlebooks.com)

[www.scribd.com](http://www.scribd.com)

[www.veejaylakshmi.com](http://www.veejaylakshmi.com)