

**A STUDY ON COMPETENCY MAPPING IN
COROMANDEL ENGINEERING COMPANY LIMITED, CHENNAI**

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BONAFIDE CERTIFICATE

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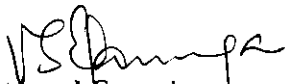
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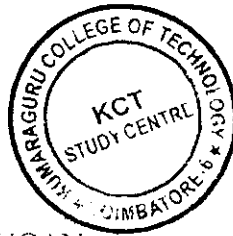
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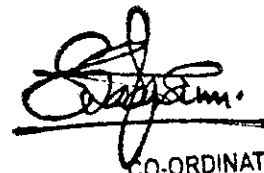
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ABSTRACT

Competency as knowledge, skill or attitude that enables one to effectively perform the activities of a given occupation or function to the standards expected in employment.

This study focuses on competency mapping. The study considers the technical employees in the organization. The study identifies flexibility of implementing competency mapping. It also identifies the competencies that are standard for the job and attributes for each competency that are required to perform the identified job.

The competencies for technical people such as Leadership & safety, Customer focus, Interpersonal skills, Planning & organizing, Problem solving, Innovation, Communication and Flexibility are considered for the study.

Based on the identified competencies the questionnaire is prepared. Questionnaire is used to identify the flexibility of implementing the competency mapping and identify the existing competencies possessed by the employees. The primary objective is to identify the flexibility of implementing competency mapping in the organization and to identify the knowledge, skill, talent, and attitude of the employee. The researcher used descriptive research design. The sampling technique used is random sampling method.

The major grey area is in the training department and the company has to concentrate more on both on the job & off the job training modes. The major implication of this study is that majority of the employees are ready for the implementation of competency mapping. The study also implies that there exists a gap between the standard and existing competencies levels in certain attributes of the competencies. The study suggests suitable measures to fill the gap.

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CONTENTS

CHAPTER	PARTICULARS	PAGE NO
	ABSTRACT	v
	LIST OF TABLES	viii
	LIST OF CHARTS	x
1	INTRODUCTION	
	1.1 BACK GROUND OF THE STUDY	1
	1.2 PROBLEM IDENTIFIED FOR THE STUDY	8
	1.3 NEED FOR THE STUDY	9
	1.4 OBJECTIVE OF THE PROJECT	10
	1.5 DELIVERABLES	11
2	LITERATURE SURVEY	
	2.1 REVIEW OF LITERATURE	12
3	RESEARCH METHODOLOGY	
	3.1 TYPE OF PROJECT	19
	3.2 TARGET RESPONDENTS	19
	3.3 CONSTRAINTS AND LIMITATIONS	19
	3.4 SAMPLING METHODS	20
	3.5 DATA PROCESSING	20
	3.6 TOOLS FOR ANALYSIS	20
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 FREQUENCY ANALYSIS	24
	4.2 PERCENTAGE ANALYSIS	27
	4.3 CHI SQUARE ANALYSIS	40
	4.4 CORRELATION ANALYSIS	43
	4.5 ONE-WAY ANOVA	46
	4.6 COMPETENCY GAP ANALYSIS	50
	4.7 DELIVERABLES	57
5	CONCLUSIONS	
	5.1 SUMMARY OF FINDINGS	58
	5.2 SUGGESTIONS & RECOMMENDATIONS	61
	5.3 CONCLUSIONS	62
	5.4 DIRECTIONS FOR FUTURE RESEARCH	63
	APPENDIX	I
	BIBLIOGRAPHY	V

LIST OF TABLES

TABLE NO.	PARTICULARS	PAGE NO.
4.1.1	Age of the respondent	24
4.1.2	Work experience	25
4.1.3	Gender of the respondents	26
4.2.1	Department of respondents	27
4.2.2	Employee's knowledge will be enhanced	28
4.2.3	Employee's skills will be sharpened	29
4.2.4	Competitive advantage within the team of the employees	30
4.2.5	It helps in meeting target of the employees	31
4.2.6	Employee's initiative and self reliance towards work	32
4.2.7	Selecting the competitive candidates in recruitment process	33
4.2.8	Tool for performance appraisal	34
4.2.9	Job makes best use of my abilities	35
4.2.10	Meeting the current demands of the industry	36
4.2.11	Training programs helped to increase my performance	37
4.2.12	Individual work rather than team work matters lot	38
4.2.13	Career development of employees	39
4.3.1	In past 6 months some one has talked to you about your personal development	40
4.3.2	Competency mapping helps in molding personality of the employees	41

4.4.1	I am completely aware of the competencies required for my role in the organization and selecting the competitive candidates in recruitment process	42
4.4.2	Relationship between the designation of the respondents and awareness of the organizational role	44
4.4.3	Relationship between the training programs are conducted regularly and the employees' skill will be sharpened	45
4.5.1	Relationship between the awareness of the competencies and the experience of the respondents	46
4.5.2	Relationship between the gender of the respondent and the opinion that appraisal should be based on team work	48
4.6.1	Gap analysis for leadership & maintaining safety	50
4.6.2	Gap analysis for customer focus	52
4.6.3	Gap analysis for interpersonal skills	53
4.6.4	Gap analysis for planning and organizing	54
4.6.5	Gap analysis for problem solving	55
4.6.6	Gap analysis for innovation, communication skills & flexibility	56

LIST OF CHARTS

FIGURE NO.	PARTICULARS	PAGE NO.
4.1.1	Age of the respondent	24
4.1.2	Work experience	25
4.1.3	Gender of the respondents	26
4.2.1	Department of respondents	27
4.2.2	Employee's knowledge will be enhanced	28
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4.2.4	Competitive advantage within the team of the employees	30
4.2.5	It helps in meeting target of the employees	31
4.2.6	Employee's initiative and self reliance towards work	32
4.2.7	Selecting the competitive candidates in recruitment process	33
4.2.8	Tool for performance appraisal	34
4.2.9	Job makes best use of my abilities	35
4.2.10	Meeting the current demands of the industry	36
4.2.11	Training programs helped to increase my performance	37
4.2.12	Individual work rather than team work matters lot	38
4.2.13	Career development of employees	39
4.6.1	Gap analysis for leadership & maintaining safety	51
4.6.2	Gap analysis for customer focus	52
4.6.3	Gap analysis for interpersonal skills	53
4.6.4	Gap analysis for planning and organizing	54
4.6.5	Gap analysis for problem solving	55
4.6.6	Gap analysis for innovation, communication skills & flexibility	57

CHAPTER 1 – INTRODUCTION

1.1 BACK GROUND OF THE STUDY

1.1.1 Organization Profile

Construction is one of the most vital parts of a country's infrastructure and industrial development. It includes houses, offices, hospitals, schools, townships and other buildings; urban infrastructure, highways, roads, railways, ports, airports; power systems; irrigation and agriculture systems; telecommunications etc. Construction industry is one of the basic drivers of socio-economic development of country. This sector generates employment opportunities, and also helps other related industries grow with rapid pace.

Coromandel Engineering Company was formed in the year 1947. The company belongs to the 'Murugappa Group of Companies'. The Murugappa Group-One of the dynamic groups in India has established itself in the industrial scenario through an ever-increasing enterprise and expertise. The Murugappa group has laid the foundation for many a successful industry - cycles, precision tubes, ceramics, civil construction, pollution control, abrasives, refractories, anti-corrosion, sugar, tea and many more. The Murugappa excellence has diversified in numerous fields like rural oriented research, health care, welfare institutions and education. The spirit of enterprise has taken this group to great heights in the most challenging fields.

In the fields of pile foundations, constructions, civil and sanitary engineering, the Coromandel Engineering Company has touched high scales of perfection. Over the past six decades, Coromandel Engineering has presented to the world of today a variety of buildings and industrial structures working right from the foundation to the final interior finishing. It has pioneered the technique of pneumatic caisson, kick atomization diesel pile drivers, use of tubular scaffolding and Pre-Engineered Metal Buildings. In the

construction of high-rise buildings or shopping centres, industrial buildings, five star hotels, or international banks - the Coromandel expertise has been unique.

A compact organization, Coromandel Engineering is versatile, adaptable, capable and dependable. In short, in the field of civil engineering construction the company strives for perfection and inspires trust. Presently they are engaged in two distinct activities namely:

- Construction
- Property Development

I. Construction

They are providers of integrated turnkey construction services and have executed or are executing projects across all states and union territories in India. The Company provides integrated turnkey construction services in the industrial, commercial, infrastructure and residential sectors of the construction industry. Their integrated turnkey construction services include a range of

- (i) Construction services such as construction design, engineering, procurement, construction and project management and
- (ii) Construction allied services such as mechanical and electrical ("M&E"), plumbing, fire fighting, heating, ventilation and air conditioning, interior fit-out services and glazing solutions.

They are a professionally managed company headed by civil engineers, and have constructed significant industrial structures for leading industrial houses and government organizations. Construction of power plants, pre-fabricated buildings, turbo generator foundations and other mass foundations has been a fulfilling experience. They specialize in construction of silos for cement plants and tall tapering structures for T.V. Towers using imported slip form equipment.

As of March 31, 2009, the total value of their order book was Rs. 8250 Lacs. These projects include industrial structures, commercial building & educational institution. Their order book consists of

- (i) Unbilled portions of our ongoing projects and
- (ii) Projects for which we have received orders and are yet to commence construction.

II. Property Development

The Company is also into the business of property development, with our significant operations in the State of Tamil Nadu. Its business focuses on Real Estate Development of Residential and Commercial sector. They have an integrated in-house development team which covers all aspects of property development from project identification and inception through construction to completion and sale.

They commenced the property development activity in the year 1987-88. Since then they have developed over 30 residential projects covering approximately 6.54 lacs square feet of saleable area. Its commercial projects are a mix of office space. They usually follow an “Undivided Land sale & Construction Contract” model for the properties they develop. The income from proceeds of contract jobs and merchant sales for the nine months ended December 31, 2007 and for financial year ended March 31, 2007, were Rs. 4,438.15 lacs, Rs.4502.40 lacs, respectively.

1.1.2 Management Spirit

Integrity: We Value professional and personal integrity above all else. We achieve our goals by being honest and straightforward with all our stakeholders. We earn trust with every action, every minute of every day.

Passion: We play to win. We have a healthy desire to stretch, to achieve personal goals and accelerate business growth. We strive constantly to improve and be energetic in everything that we do.

Quality: We take ownership of our work. We unfailingly meet high standards of quality in both what we do and the way we do it. We take pride in Excellence.

Respect: We respect the dignity of every individual. We are open and transparent with each other. We inspire and enable people to achieve high standards and challenging goals. We provide everyone equal opportunities to progress and grow.

Responsibility: We are responsible corporate citizens. We believe we can help make a difference to our environment and change lives for the better. We will do this in a manner that befits our size and also reflects our humility.

1.1.3 Objectives of COROMANDEL ENGINEERING COMPANY

- To carry on the businesses of Builders and Engineers in all their branches.
- To carry on business as Engineers. Civil. Structural. Mining. Sanitary. Mechanical, Waterworks, Electrical. Marine. Automobile. Salvage. Air-Conditioning, Refrigerating, Ventilating, and other classes of Engineers; Architects, Designers, Planners; Builders and Contractors and as Consulting Engineers.
- To carry on the business of iron foundries, mechanical engineers and manufacturers of agricultural implements and other machinery; toolmakers, brass-foundries, metal-workers, boilermakers, millwrights, machinists, iron and steel converters, smiths, wood-workers, builders, painters, metallurgists, electrical engineers, water supply engineers, gas engineers, farmers, printers, carriers, and merchants and to buy, sell, manufacture, repair, convert, alter, let on hire and deal in machinery, implements, rolling-stock and hardware of all kinds.
- To undertake and execute constructional and engineering and allied contracts and works of all kinds.
- To construct, execute, carry out, equip, improve, work, develop, administer, manage, and control public works and conveniences of all kinds, which

expression, in this Memorandum, includes railways, tramways, docks, harbors, piers, wharves, canals, reservoirs, embankments, irrigations, reclamation, improvement, sewage, drainage, sanitary, water, gas, electric light and power supply works, telephonic and telegraphic works, hotels ware-houses, markets and public buildings, and all other works or conveniences of public utility.

1.1.4 Competitive Strengths

I. Experienced Management and Employees

Headed by Civil Engineers, our management team has significant experience in the construction & property development sector. Their management and professional personnel have extensive experience in anticipating market trends, identifying new markets and potential sites for development. Their experience includes relationships with the suppliers from whom they source construction materials and the contractors they engage for construction services, allowing them to better manage the quality, schedule and cost of the materials and construction in their projects. They believe that this experience and expertise will enable them to replicate its business model in other geographic areas of India and for other types of projects.

II. Established Reputation for Quality Projects and Construction

Since their incorporation in 1947, they have successfully completed several projects. They have never experienced any significant quality issues nor have they ever been cited for any material deficiencies in construction of their projects. They believe customers identify their projects with quality construction and, as a result, they enjoy customer confidence, enhancing their ability to sell our projects.

III. Standardized and documented internal processes

Under the guidance of their Management, they have documented their internal processes and methodologies which ensure that each department and each employee of our Company are aware of their respective roles and obligations, and each activity of construction and development is as per the standards of quality that they have set for themselves. This also ensures uniformity in all their processes.

1.1.5 Recruitment Strategy

Manpower Planning is done as part of Business Plan and reviewed quarterly. Depending upon the position/vacancies recruitment is done through campus interviews, employee referrals and periodic recruitment advertisements. The selection process consists of panel interview and merit rating as may be required.

1.1.6 Training

The Company provides an induction/onboard training programme to all its new recruits.

Training for capability development includes:

- Training to potential staff to shoulder higher responsibilities
- Planning to create competitive edge

The various training programmes held by the Company is for:

- Organizational Growth Strategies Senior Managerial Team
- Performance Excellence Graduate Engineer Trainees -- Future Managers
- Management of Site Operations Project Heads, Engineers and Supervisors Role Effectiveness Administrative and Support staff

1.1.7 Retention Strategy

- Periodic review of compensation package to match the industry median.
- Review of employee Performance, based on their achievement on the defined tasks, at the end of the year, rating is awarded based on the normalization process.
- They offer family accommodations and suitable site allowances for staff posted at site away from their family.
- Liberalized compensation package.
- Welfare measures, including defined policy on medical reimbursement, medical insurance for self and family, personal accident cover.
- All employees are covered by the group gratuity scheme with risk cover managed by Life Insurance Corporation of India.

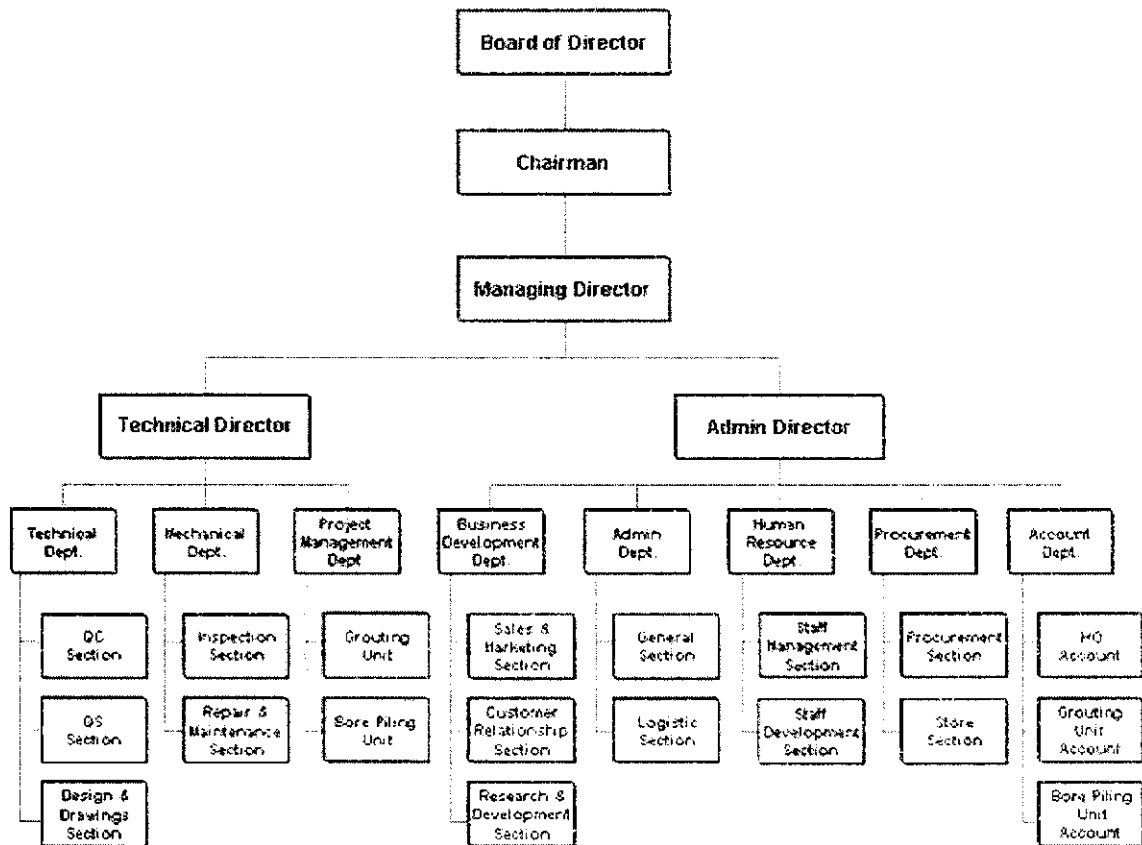
1.1.8 Competition

The real estate development industry in India, while fragmented, is highly competitive. They expect to face competition from large domestic as well as international property development and construction companies as a consequence of, among other things, the relaxation of the FDI policy for the real estate sector, rising government expenditures on infrastructure and various other policy initiatives. Below are some of their competitors with context to the similarity in business:

I. Civil Construction: Ganesan Builders, Consolidated Construction Consortium Ltd., URC Construction P. Ltd., Arunachalam & Co., Subramanian & Co., etc.

II. Property Development: Jain Housing & Constructions Ltd., Ceebros Ltd., Chaitanya, Akshaya Homes, True Valley Homes (I) Pvt. Ltd., Shrivari Constructions Ltd., Spring Field Shelters Pvt. Ltd., May Flower Enterprises Pvt. Ltd., Royal Shelters, etc.

1.1.9 Organization Chart



1.2 PROBLEM IDENTIFIED FOR THE STUDY

Competence management is becoming increasingly important in today's dynamic context since it is becoming the only competitive advantages the organization actually has which cannot be complicated easily by the competitor. The Coromandel Engineering Company Limited, Chennai is adopting competency mapping in order to list the competencies required for effective performance in a specific job, organization function or process. Also, implementing Competence management will lead to various aspects like competence profiling and finding what the company is good at, building that is building new competence to match the market demands, recruitment based on competences etc.

The study involves the processes of identify key competencies for the organization and jobs and incorporating those competencies throughout the various process like evaluation, training and recruitment of the organization. The competency level of the employees will be analyzed and suitable recommendations will be provided to fill the gap between the standard competency and the actual competency level possessed by them, thereby increasing the potential of the employees in the organization.

As Competency mapping is a process of identifying key competencies for a particular position in an organization and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc., the study would help the organization in achieving the goals and objectives with potential employees.

1.3 NEED FOR THE STUDY

The Competency Mapping involves the study of knowledge, skills, talents, and attitude of the employees in the company in order to

- Effectively match individual competencies to position project team and job requirements.
- Prioritizes competencies by job, project, or position, and track individual's abilities to fulfill requirements
- Increase skill set to meet your organization scope and growth.
- Achieve access to appropriate competence at the right time and place.
- Ensure you are building the appropriate talent pool to support your future needs.
- Align corporate objectives and strategies to each person in the company.
- Increase skill set to meet your organization scope and growth.

1.4 OBJECTIVE OF THE PROJECT

Primary Objectives

- To study the knowledge, skill, talent, attitude of the employee.
- To study the feasibility to implement the competency mapping.

Secondary Objectives

- To create awareness about the competency mapping among the employees.
- To study the existing competency level of the employees.
- To analyze the gap between the standard competency and the actual competency level possessed of employees.
- To improve the competency mapping process in the organization by suggesting suitable measures to fill the gap.
- To find and retain the potential employees.

SCOPE OF THE PROJECT

The study of employee's competency is important both for the development and the success of the company and the employees. This study is conducted to measure the competency level of the employees. The company can effectively use the employee's competencies to obtain competitive advantage.

I. Scope to the organization

The study of employee competency is a requisite for the company as it enables to have an understanding of the employee competency to match with the required demand of the company. This study helps to utilize the human resource effectively. The study is useful to the company for Training and Development, Performance Management, Succession Planning, Talent Induction, Management Development and importantly it helps to motivate the best and develop the rest.

II. Scope to the researcher

To study about the flexibility of implementing competency mapping system in Coromandel Engineering Company Limited. The study will provide the opportunity to the researcher to observe the competency level of the employees in the organization. Through this: performance, skills and attributes of the employees at their work place can be understood.

III. Scope to the respondents

The competency mapping study will help the employees to know about their present competency level. Therefore when the level was high the employees can enhance their competency but when the competency level was low than the standard they can follow the suggestions given at the end of the project to improve their competency.

1.5 DELIVERABLES

This study will help the employees to know about their present competency level and the management in Training & Development, Performance Management, Succession Planning, Talent Induction, Management Development and importantly it helps to motivate the best and develop the rest. Suitable recommendations will also be made for the betterment of the employee's competency, which in turn can be used by the organization to identify any areas of improvement and in turn to increase the profitability of the organization through high productivity.

CHAPTER 2 – LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

Dr. Vinayagamoorthy, S.Suja and L.Shankari¹ (2007) conducted study on Competency Mapping. The researchers conducted pilot study at a leading organization, manufacturing of power steering gears.

The researchers concluded that Competency Mapping is not rocket science, but it can be as explosive in terms of re-energizing employees and building a dynamic organization. Competency model are not ends in themselves. They are means to an end a set of standards to drive human resource processes. Competency based HRM have the capacity to actually drive organizational change rather simply enabling change to take place.

Dr. V.R. Nedunchezian & S. Prabakar² (2006). The researchers made discussion with the General Managers and HR Managers, Superiors and Top Management to identify the competencies of different medium scale manufacturing organizations for workers and managerial personnel.

¹ Dr. Vinayagamoorthy, S.Suja and L.Shankari “Competency Mapping – Catch Word in Corporates”, HRD News Letter, January 2007, volume 22, issue: 10, page no: 14, 15.

² Dr. V.R.Nedunchezian & S. Prabakar, “ Competency profiling and mapping for organizational development”, HRD News Letter, February 2007, volume 22, issue: 11, page no: 26,27.

Development of Competency Model: The researchers had identified model for organizational development. The study identified separate skills such as behavioral, technical and general skills for both workers and managerial personnel. The researchers concluded that employee's need to be creative to move their career.

Nandakumaar Dongare³ (2006) conducted study on Competency Mapping. Competency takes the following forms: Attitude, Skill, Knowledge, and other characteristic of an individual including: Motives, Values, and Self-Concept etc.

SKILL + ATTITUDE = PERFORMANCE

The Skill + Attitude = Performance will match with organizational goals and this will bring major change in the organization which will help to bit the challenges and competition of the globalization.

The researcher developed competency model for 280 employees of shop floor employees of Zinser and Ring Spinning. The study revealed that the employees have little gaps in the competency.

³ NandaKumaar Dongare "Competency Mapping – Catch Word in Corporates", HRD News Letter, January 2007, volume 22, issue: 10, page no: 14,15.

Tapomoy Deb⁴ (2006), states that competency mapping is key element and measure of human performance. Competency mapping is an adjunct to knowledge management and other organizational initiatives. It consistently measures and assesses individual and team performance as it relates to the expectations of the organization and its customers.

Competency mapping juxtapose two sets of data.

- One set is based on organizational workflow and processes.
- The other set of data is based on individual and team performance capabilities.

Competency Mapping aids in defining the success of the job and work roles within the organization. Therefore, the outputs are linked to individual competencies of the employee.

Armstrong⁵ states that, competency based HRM is about using the concept of competency and the results of competency analysis to inform and improve the process of performance management, recruitment & selection, employee development and reward.

USES OF COMPETENCY

Performance Management	89%
Training & Development	85%
Selection	85%
Recruitment	81%

Only 35% of organizations link competency to reward.

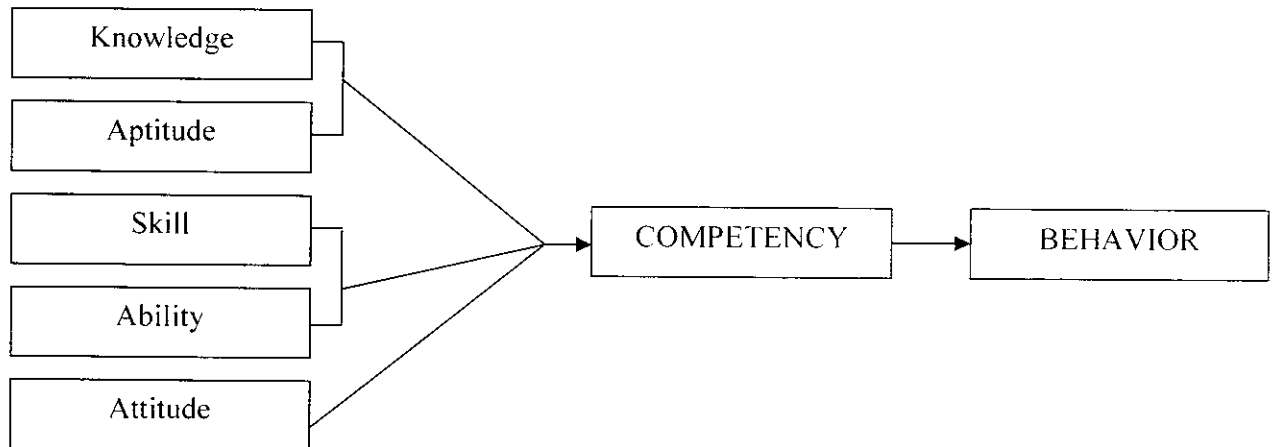
The competency and emotional intelligence 2003/2004 survey found 95% of respondents used behavioral competency and 60% used technical competency.

⁴ Tapomoy Deb, "Linking Competency Mapping to Performance Improvement: The New Paradigm", HRD News Letter, December 2006, volume 22, issue: 9, page no: 12.

⁵ Michael Armstrong "HRM Practices", 10th edition.

Shalugna Sarkar⁶ (2006), states competency as knowledge, skill or attitude that enables one to effectively perform the activities of a given occupation or function to the standards expected in employment. Each of us possesses competencies but then it does not make us competent.

THE CONCEPT OF COMPETENCY AND ITS RELATION WITH KSA



⁶ Shalugna Sarkar, "Competency – The concept", HRD News Letter, July 2006, volume 22, issue: 4, page no: 15.

Rajib Dhar⁷ (2006), states that competency mapping plays a very important role while going for performance management.

Three methods can be used to identify the competence development process:

1. **The top-down approach:** It starts with the formation of management teams when the business plans are drawn up.
2. **The individual approach:** It is done at an individual level. It starts while the performance discussions take place, where future development needs are discussed, taking individual targets as inputs.
3. **The third method:** It is a process of identifying the competencies by using the questionnaire method.

Srinivas Kandula⁸ states that competency modeling or mapping has assumed greater significance in order to optimize not only the HRD but also to provide meaningful job understanding to identify incumbents.

Identified five core managerial competencies for global market.

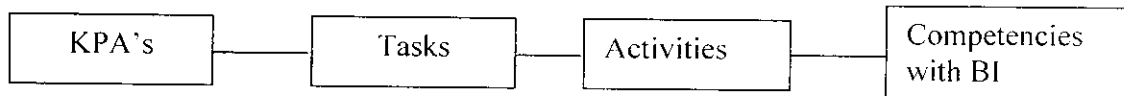
1. Gaining access to and absorbing new knowledge
2. Integrating multiple streams of knowledge
3. Sharing across culture and distance.
4. Learning to forget.
5. Deploying competency across business unit boundaries.

⁷ Prof Rajib Dhar, "Mapping the Competencies", HRD News Letter, December 2006, volume 22, page no: 10,11,12.

⁸ Srinivas R. Kandula "HRM in practice with 300 models, techniques and tools". Asoke. K. Ghosh publications.

Debabrata Dash⁹ (2006). Competency concerns the job where as the competency always concerns the person. It is the Behavioral Indicator (BI), which is very crucial in determining the competency level. BI is nothing but the observable and demonstrable behaviors that the role holder is supposed to exhibit for a particular competency.

BASIC FRAMEWORK TO FIND OUT THE BI



The whole competency development cycle comprises of four phases:

PHASE -1 Unconsciously Incompetent	PHASE - 2 Consciously Incompetent
PHASE - 3 Unconsciously Competent	PHASE - 4 Consciously Competent

The success of the whole cycle is entirely dependent on the efforts of committed HR team.

⁹ Debabrata Dash, "Competency – The concept", HRD News Letter, July 2006. volume 22, issue: 4, page no: 15.

Dr. Anitha Ramachander, Jayantee (Mukherjee) Suha¹⁰ (2006), states that competency based HR system is important for the organization to manage the competencies of their employees. The competency model is one, which identifies various competencies required for performing a job and describing these competencies in the form of indicators, which can be quantified. The competency mapping is to identify the existing competencies possessed by the individuals in a job. Competency based HR systems is useful to enhance the organizational effectiveness.

¹⁰ Anitha Ramachandran, Jayantee (Muhgerjee) Suha, “HR in enhancement of people capability”, Excel books, 2006 edition.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1 TYPE OF PROJECT

The nature of the study was DESCRIPTIVE. The study on “Competency Mapping” help the employees to know about their present competency level and attempt to capture the areas of improvement if any so as to increase and fine tune the benefits of implementing the Competency Mapping.

3.2 TARGET RESPONDENTS

The target respondents are the Technical employees of the organization. Questionnaire was designed and the responses from the employees were obtained and analyzed.

3.3 CONSTRAINTS AND LIMITATIONS

- This study is limited to the Coromandel Engineering Company Limited and the findings will not be applicable to any other industry or organization.
- Some employees might not be interested in disclosing their true skills/qualifications, so there is a chance of getting some false information's.
- The study totally depends upon the information provided by the respondents so subjective bias is not eliminated.
- In the current research, the methods of data collection is being questionnaire, therefore data is limited to the extent of availability of data.

3.4 SAMPLING METHODS

The sampling technique adopted is a Lottery method to solicit the opinions from the respondents. Here the respondents are given equal chance of getting selected. It is a probability sampling method (Simple Random Sampling). A sampling size of 88 respondents is taken for this research among all the technical employees.

3.5 DATA PROCESSING

➤ **Primary Sources:** Questionnaire

Primary data refer to information obtained first hand by the researcher on the variables of interest for the specific purpose of the study. Primary data is mainly used in this study.

➤ **Secondary Sources:**

Secondary data refers to information gathered from sources already existing.

- HR Books
- HR Journals
- Websites-HR
- Organization's Project reports
- Manuals of the company

3.6 TOOLS FOR ANALYSIS

3.6.1 Correlations

Correlation analysis is used as a statistical tool to ascertain the association between two variables.

Formula:

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

3.6.2 One-Way ANOVA

ANOVA split in consisting the variance for analytical purpose. The simplest form of analysis of variance is a one-way model, which is used with single independent variable on the dependent variable.

3.6.3 Frequency analysis

This analysis helps us to show the frequency of distribution of various items and the valid percentage of distribution.

3.6.4 Chi-Square Test

Chi-Square test is one of the simplest and widely used non-parametric tests in statistical work.

Formula

$$\text{Chi-square} = \sum [(O_i - E_i)^2 / E]$$

Where,

O - Denote the observed frequency

E - Denote the expected frequency

Inspection of this definition shows that Chi Square is a descriptive measure of the magnitude of the discrepancies between the observed and expected frequencies. The larger these discrepancies the larger Chi Square will tend to be. If no discrepancies exist and observation and expected frequencies are the same Chi Square will be Zero.

In this study, Chi-Square analysis is used to test the relationship between demographic factors and variation in recruiting the staff for different departments.

3.6.5 Percentage Analysis

This is the earliest and best method to analyze the given data. The percentage wise distribution of the data gives an idea of which factor is more or which is less.

$$\text{Percentage analysis} = (\text{No. of Respondents} / \text{Sample size}) * 100$$

In this study, percentage analysis was used for many questions in the questionnaire to analyze the effectiveness of competency mapping in Coromandel Company.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

Analysis is carried out to summarize the data in order to crystallize the outcome of the survey. In this manner it enables the researcher to relate critical points with the objectives of the study.

Any research is meaningful only if the data obtained is synergized systematically to provide information. The following are the various phases of analysis in which the options of the respondents have been analyzed and interpreted in detail.

ABBREVIATIONS USED

% – Percentage.

Yrs – Years.

4.1 FREQUENCY ANALYSIS

4.1.1 AGE OF THE RESPONDENTS

Age is one of the factors that will determine the experience of the employees in the work environment.

TABLE 4.1.1: AGE OF THE RESPONDENT

Age (in yrs)	No. of Respondents	%
Less than 25	38	43.18
26-35	23	26.14
36-45	15	17.05
46-55	8	9.09
Above 55	4	4.55
Total	88	100

INTERPRETATION: The above table shows that, 43.18% of the respondents belong to the age group of less than 25 years: more youngsters are being in the company with more energy.

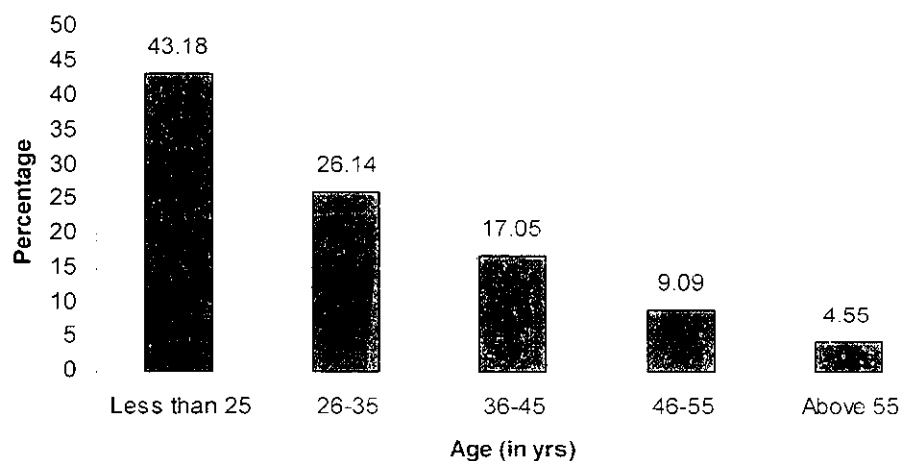


FIGURE 4.1.1: AGE OF THE RESPONDENT

4.1.2 WORK EXPERIENCE

Experience is the state of period of employee doing work for an organization. As the period increases, skills and expertise also increases.

TABLE 4.1.2: WORK EXPERIENCE

Experience (in yrs)	No. of Respondents	%
Less than 1	25	28.40
2-5	39	44.32
6-15	15	17.05
16-20	6	6.82
Above 20	3	3.41
Total	88	100

INTERPRETATION: The above table shows that. 28.40% of the respondents have less than 1 year experience, 44.32% of the respondents are with 2 to 5 years of experience, 17.05% of the respondents are with 6 to 15 years of experience, 6.82% of the respondents are with 16 to 20 years of experience. 3.41% of the respondents have more than 20 years of experience.

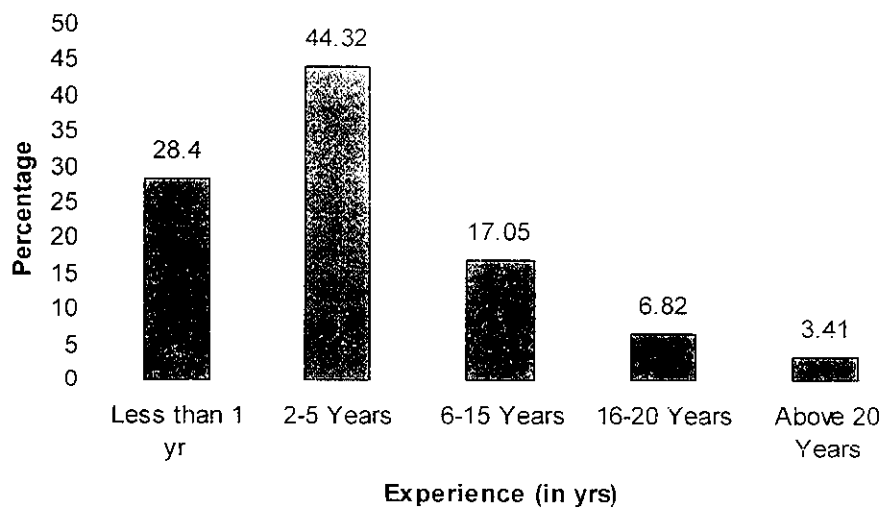


FIGURE 4.1.2: WORK EXPERIENCE

4.1.3 GENDER OF THE RESPONDENTS

Opinion differs for all types of human beings. The management and other organization would prefer male for technical jobs in Construction Company since women don't feel comfortable with external site work. Therefore, they are mostly allotted in profile like office, customer care, data entry for their care and conveniences.

TABLE 4.1.3: GENDER OF THE RESPONDENTS

PARTICULARS	FREQUENCY	%
Male	67	76.14
Female	21	23.86
Total	88	100

INTERPRETATION: The above table shows that, 76.14% of respondents are male and 23.86% of the respondents are female.

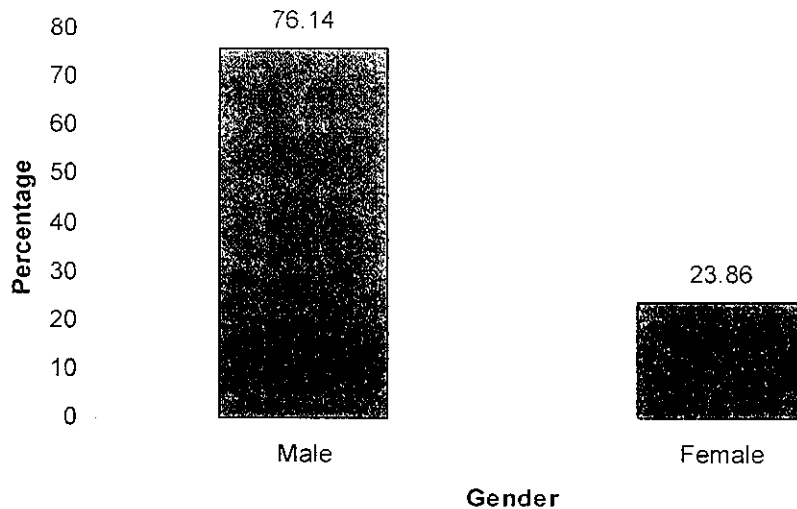


FIGURE 4.1.3: GENDER OF THE RESPONDENTS

4.2 PERCENTAGE ANALYSIS

4.2.1 DEPARTMENT OF RESPONDENTS

Department refers to the department the respondents belongs to in the organization.

TABLE 4.2.1: DEPARTMENT OF RESPONDENTS

Department	Frequency	%
Mechanical	19	21.59
Technical	57	64.77
Project Management	12	13.64
Total	88	100

INTERPRETATION: The above table shows that, 64.77% respondents are from Technical department, 21.59% respondents are from Mechanical department and 13.64% are from Project Management Department

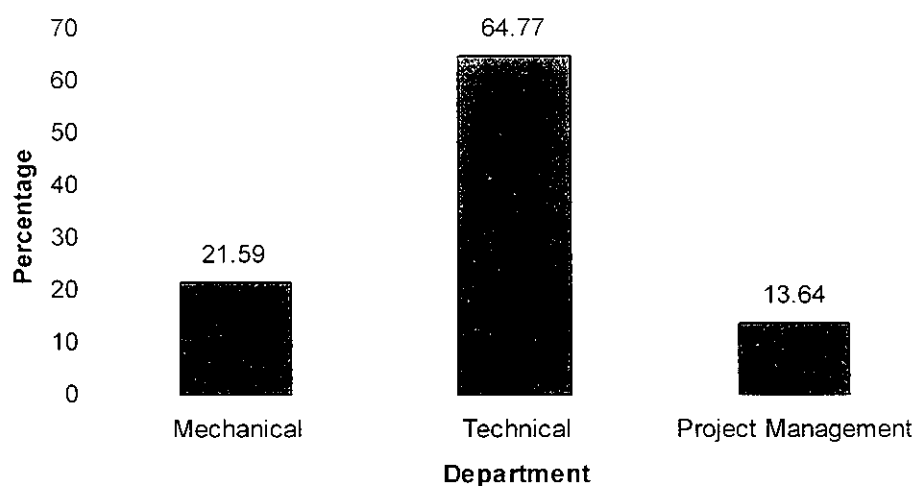


FIGURE 4.2.1: DEPARTMENT OF RESPONDENTS

4.2.2 EMPLOYEES KNOWLEDGE WILL BE ENHANCED BY PROVIDING COMPETENCY BASED TRAINING PROGRAM

The opinion of the respondents regarding the enhancement of employee's knowledge by providing competency based training program is analyzed here.

TABLE 4.2.2: EMPLOYEE'S KNOWLEDGE WILL BE ENHANCED

PARTICULARS	FREQUENCY	%
Strongly Agree	33	37.5
Agree	40	45.45
Neutral	15	17.05
Total	88	100

INTERPRETATION: The above table makes it clear that, 82.95% of respondents agree that if competency mapping is implemented their knowledge will be enhanced and 17.05% of respondents neither agree nor disagree with the statement.

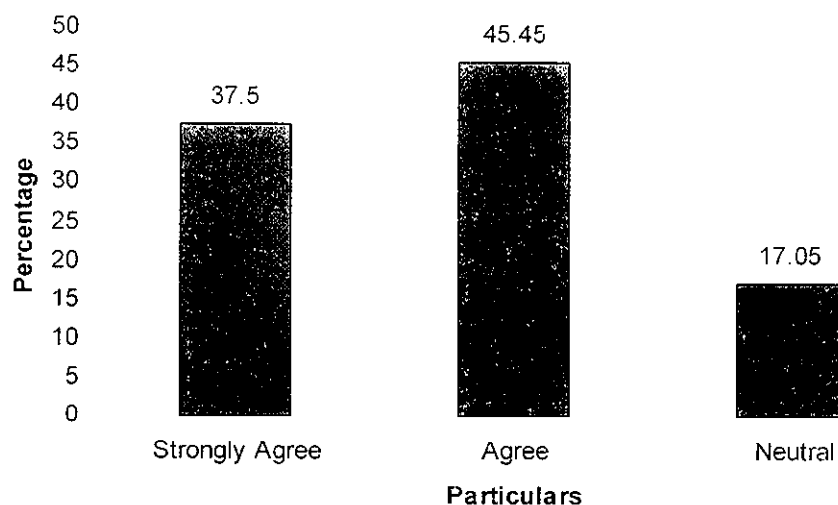


FIGURE 4.2.2: EMPLOYEES KNOWLEDGE WILL BE ENHANCED

4.2.3 EMPLOYEES SKILLS WILL BE SHARPENED BY CONDUCTING COMPETENCY BASED TRAINING PROGRAM

The opinion of the respondents regarding the benefit of employee's skills sharpening by providing competency based training program is analyzed here.

TABLE 4.2.3: EMPLOYEE'S SKILLS WILL BE SHARPENED

PARTICULARS	FREQUENCY	%
Strongly Agree	30	34.09
Agree	43	48.86
Neutral	15	17.05
Total	88	100

INTERPRETATION: The above table makes it clear that, 82.95% of respondents agree that if competency mapping is implemented the skills will be sharpened and 17.05% respondents neither agree nor disagree with the statement

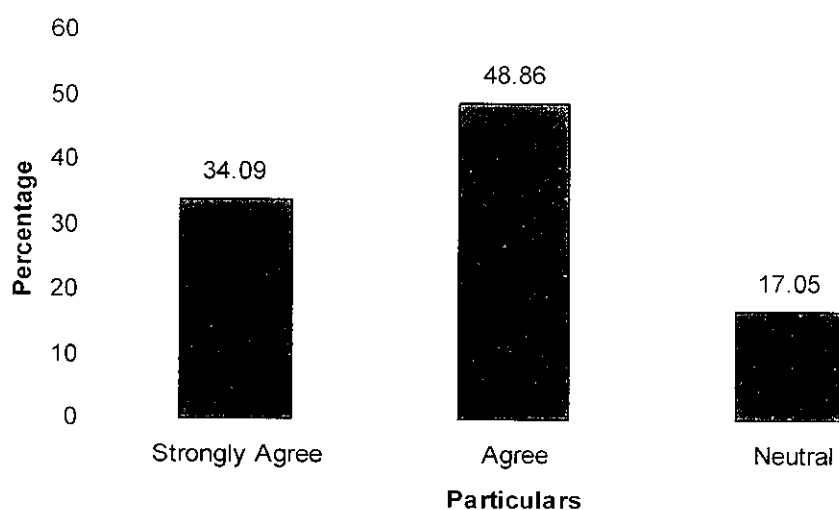


FIGURE 4.2.3: EMPLOYEE'S SKILLS WILL BE SHARPENED

4.2.4 COMPETITIVE ADVANTAGE WITHIN THE TEAM OF THE EMPLOYEE

The opinion of the respondents regarding competitive advantage within the team of the employees is analyzed here.

TABLE 4.2.4: COMPETITIVE ADVANTAGE WITHIN THE TEAM OF THE EMPLOYEES

PARTICULARS	FREQUENCY	%
Strongly Agree	18	20.45
Agree	23	26.14
Neutral	31	35.23
Disagree	14	15.91
Strongly Disagree	2	2.27
Total	88	100

INTERPRETATION: The above percentage analysis shows, 46.55% of respondents agree that if competency mapping is implemented the competitive advantage within the team of the employees will increase, 35.23% of respondents neither agree nor disagree to the statement, 18.18% of the respondents completely disagree with the statement.

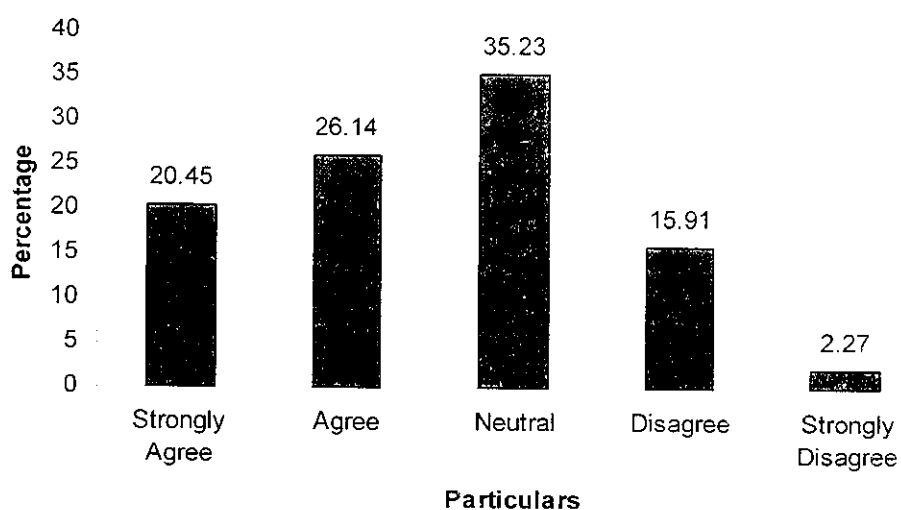


FIGURE 4.2.4: COMPETITIVE ADVANTAGE WITHIN THE TEAM OF THE EMPLOYEES

4.2.5 IT HELPS IN MEETING TARGET OF THE EMPLOYEES

The opinion of the respondents regarding the target achievement of the employees is analyzed here.

TABLE 4.2.5: IT HELPS IN MEETING TARGET OF THE EMPLOYEES

PARTICULARS	FREQUENCY	%
Strongly Agree	13	14.77
Agree	49	55.68
Neutral	19	21.59
Disagree	6	6.82
Strongly Disagree	1	1.14
Total	88	100

INTERPRETATION: The above percentage analysis shows, 70.45% of the respondents agree to that if competency mapping is implemented it will help them meeting the targets. 21.59% of the respondents neither agree nor disagree to the statement. 7.76% of the respondents completely disagree with the statement.

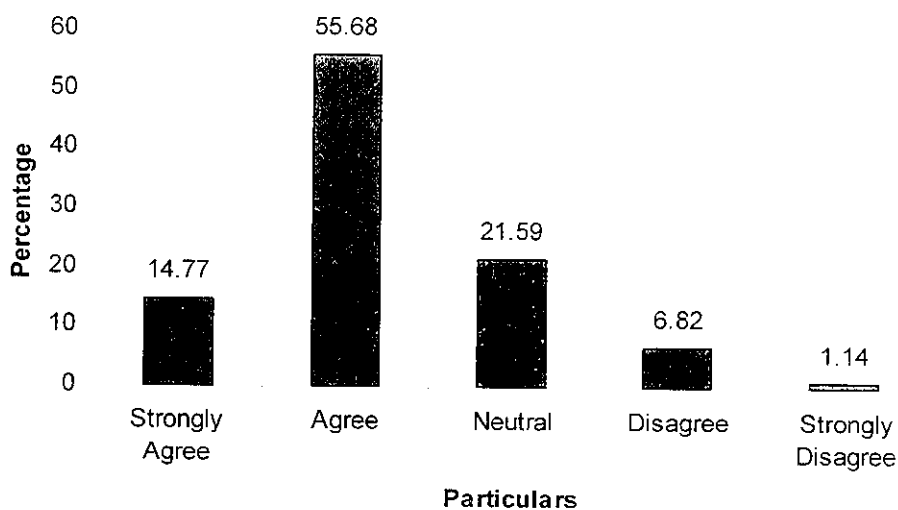


FIGURE 4.2.5: IT HELPS IN MEETING TARGET OF THE EMPLOYEES

4.2.6 IT CAN INCREASE EMPLOYEE'S INITIATIVE AND SELF RELIANCE TOWARDS WORK

The opinion of the respondents regarding the employee's initiative and self-reliance towards work is analyzed here.

TABLE 4.2.6: EMPLOYEE'S INITIATIVE AND SELF RELIANCE TOWARDS WORK

PARTICULARS	FREQUENCY	%
Strongly Agree	26	29.55
Agree	32	36.36
Neutral	16	18.18
Disagree	14	15.91
Total	88	100

INTERPRETATION: The above percentage analysis shows, 65.91% of the respondents agree to it that if competency mapping is implemented it will increase their amount of initiative and self-reliance towards work, 18.18% of the respondents neither agree nor disagree to the statement, 15.91% of the respondents do not agree to the statement.

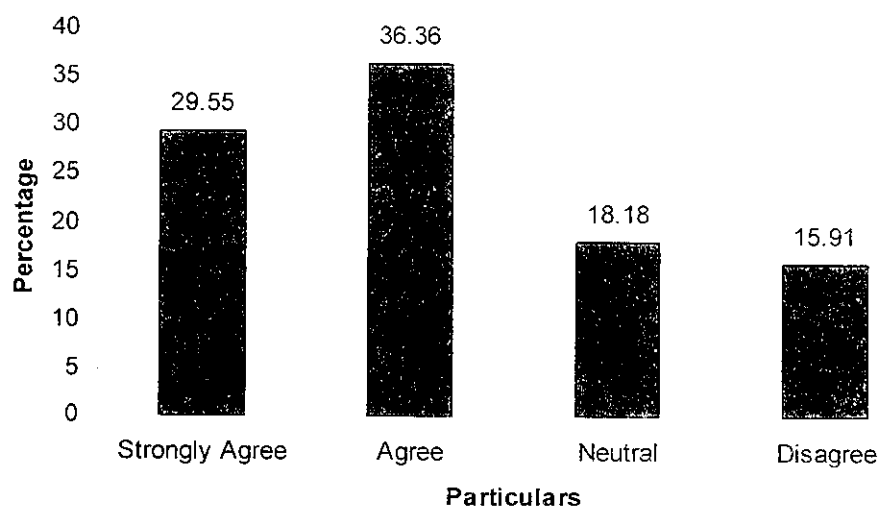


FIGURE 4.2.6: EMPLOYEE'S INITIATIVE AND SELF RELIANCE TOWARDS WORK

4.2.7 IT WILL BE HELPFUL IN SELECTING THE COMPETITIVE CANDIDATES IN RECRUITMENT PROCESS

The opinion of the respondents regarding the effectiveness of selecting the competitive candidates in recruitment process is analyzed here.

TABLE 4.2.7: SELECTING THE COMPETITIVE CANDIDATES IN RECRUITMENT PROCESS

PARTICULARS	FREQUENCY	%
Strongly Agree	8	9.09
Agree	62	70.45
Neutral	17	19.32
Disagree	1	1.14
Total	88	100

INTERPRETATION: The above percentage analysis shows, 79.54% of the respondents agree to it that it will be helpful in selecting the competitive candidates in recruitment process, 19.32% of the respondents neither agree nor disagree to the statement, 1.14% of the respondents do not agree to the statement.

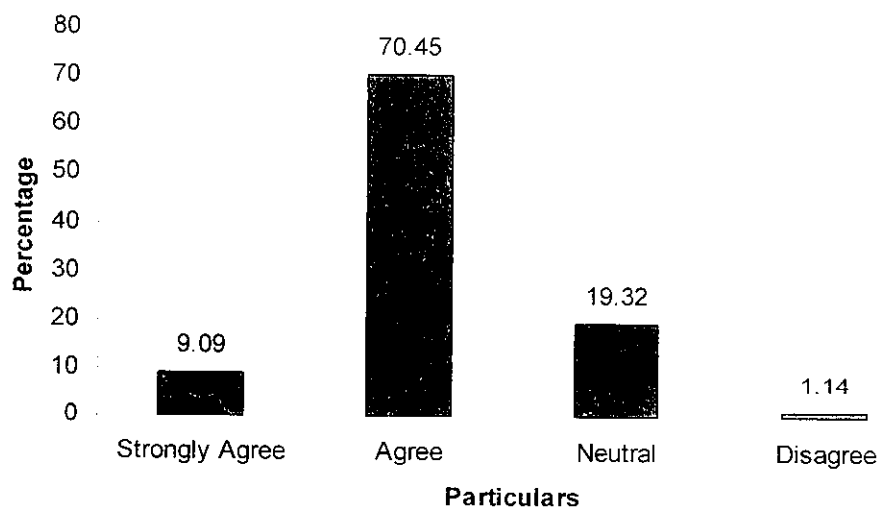


FIGURE 4.2.7: SELECTING THE COMPETITIVE CANDIDATES IN RECRUITMENT PROCESS

4.2.8 IT WILL BE A TOOL FOR PERFORMANCE APPRAISAL

The opinion of the respondents regarding the competency mapping being used as a performance appraisal tool is analyzed here.

TABLE 4.2.8: TOOL FOR PERFORMANCE APPRAISAL

PARTICULARS	FREQUENCY	%
Strongly Agree	12	13.64
Agree	49	55.68
Neutral	18	20.45
Disagree	9	10.23
Total	88	100

INTERPRETATION: The above percentage analysis shows, 69.32% of the respondents agree to it that it will be a tool for performance appraisal. 20.45% of the respondents neither agree nor disagree to the statement, 10.23% of the respondents do not agree to the statement.

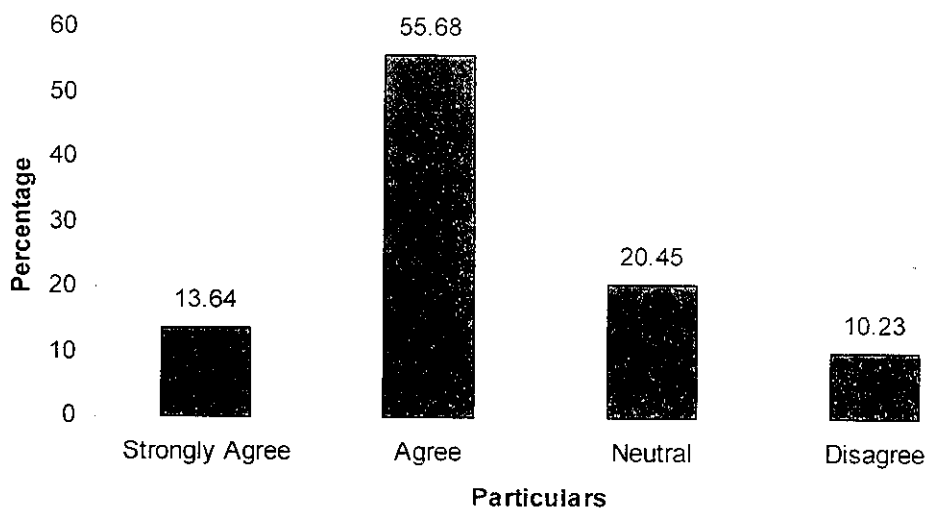


FIGURE 14.2.8: TOOL FOR PERFORMANCE APPRAISAL

4.2.9 JOB MAKES BEST USE OF MY ABILITIES

The opinion of the respondents regarding the abilities being used for the job at its best level is analyzed here.

TABLE 4.2.9: JOB MAKES BEST USE OF MY ABILITIES

PARTICULARS	FREQUENCY	%
Strongly Agree	11	12.5
Agree	42	47.73
Neutral	28	31.82
Disagree	7	7.95
Total	88	100

INTERPRETATION: The above percentage analysis makes it clear that, 60.23% of the respondents agree that their job makes best use of their abilities, 31.82% of the respondents neither agree nor disagree to the statement, 7.95% of the respondents do not agree with the statement.

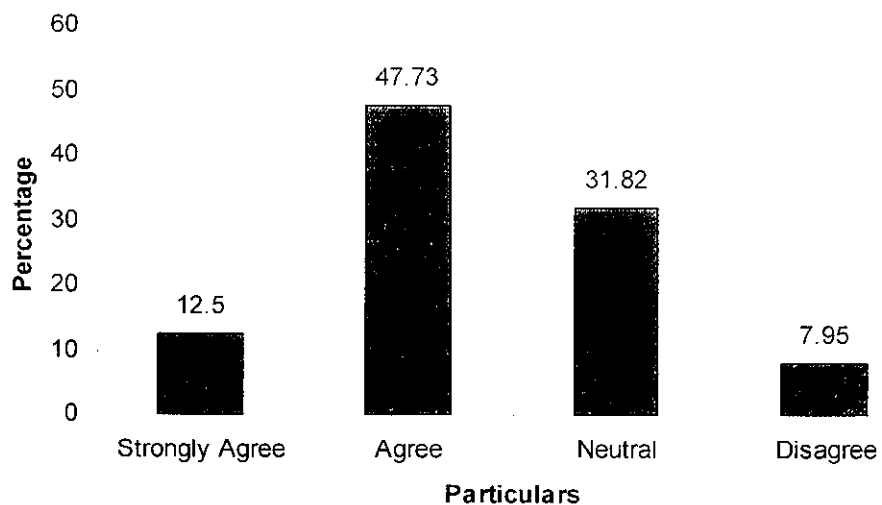


FIGURE 4.2.9: JOB MAKES BEST USE OF MY ABILITIES

4.2.10 MEETING THE CURRENT DEMANDS OF THE INDUSTRY

The opinion of the respondents regarding the advantage of meeting the current demands of the employees by implementing competency mapping is analyzed here.

TABLE 4.2.10: MEETING THE CURRENT DEMANDS OF THE INDUSTRY

PARTICULARS	FREQUENCY	%
Strongly Agree	16	18.18
Agree	49	55.68
Neutral	14	15.91
Disagree	9	10.23
Total	88	100

INTERPRETATION: The above percentage analysis makes it clear that, 73.86% of the respondents agree to the statement that competency mapping will help in meeting the current demands of the industry, 15.91% of the respondent neither agree nor disagree to the statement, 10.23% of the respondents do not agree to the statement.

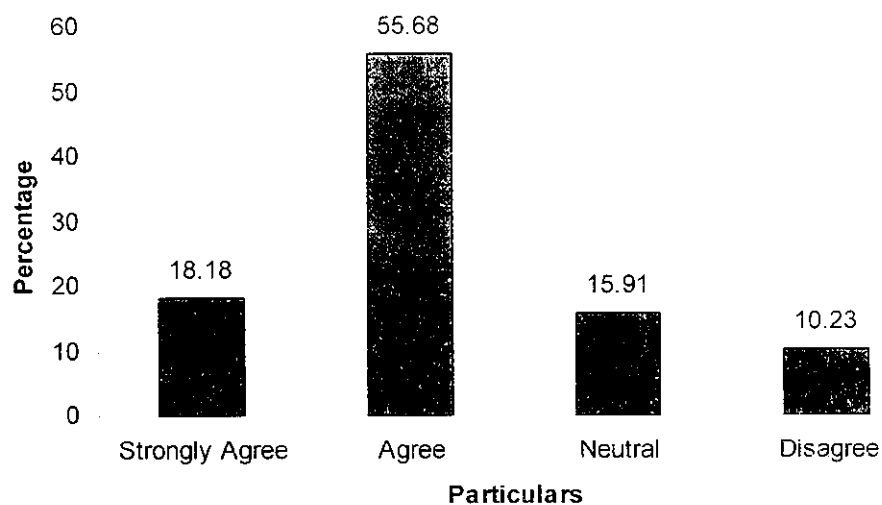


FIGURE 4.2.10: MEETING THE CURRENT DEMANDS OF THE INDUSTRY

4.2.11 TRAINING PROGRAMS HELPED TO INCREASE MY PERFORMANCE

The opinion of the respondents regarding the training program towards performance is analyzed here.

TABLE 4.2.11: TRAINING PROGRAMS HELPED TO INCREASE MY PERFORMANCE

PARTICULARS	FREQUENCY	%
Strongly Agree	11	12.5
Agree	58	65.91
Neutral	14	15.91
Disagree	5	5.68
Total	88	100

INTERPRETATION: The above percentage analysis makes it clear that, 78.41% of respondents agree to the statement that the training programs helped them to increase their performance, 15.91% of the respondents neither agree nor disagree with the statement, 5.68% of the respondents do not agree with the statement.

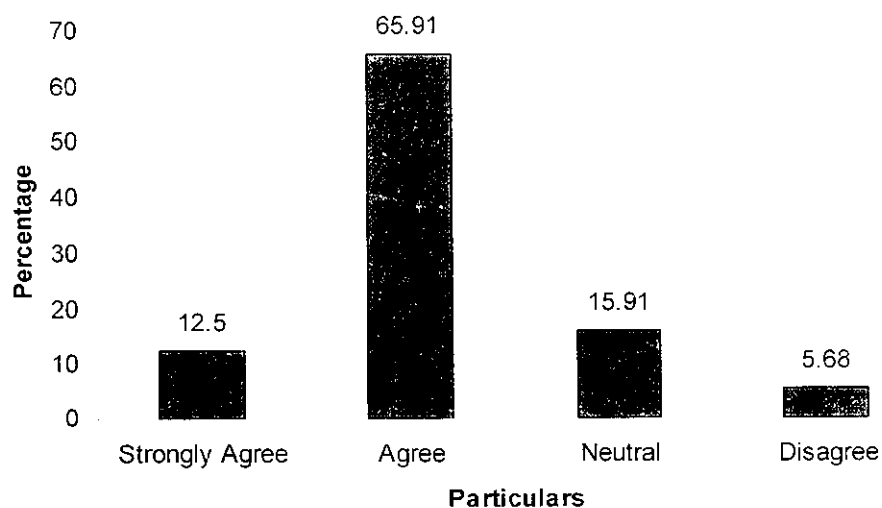


FIGURE 4.2.11: TRAINING PROGRAMS HELPED TO INCREASE MY PERFORMANCE

4.2.12 INDIVIDUAL WORK RATHER THAN TEAM WORK MATTERS LOT

The opinion of the respondents regarding the teamwork towards goal achievement is analyzed here.

TABLE 4.2.12: INDIVIDUAL WORK RATHER THAN TEAM WORK MATTERS LOT

PARTICULARS	FREQUENCY	%
Strongly Agree	5	5.68
Agree	12	13.64
Neutral	14	15.91
Disagree	38	43.18
Strongly Disagree	19	21.59
Total	88	100

INTERPRETATION: The above percentage analysis makes it clear that, 19.32% of respondents agree to the statement that Individual work rather than teamwork matters them allot, 15.91% of the respondents neither agree nor disagree with the statement, 64.77% of the respondents do not agree with the statement.

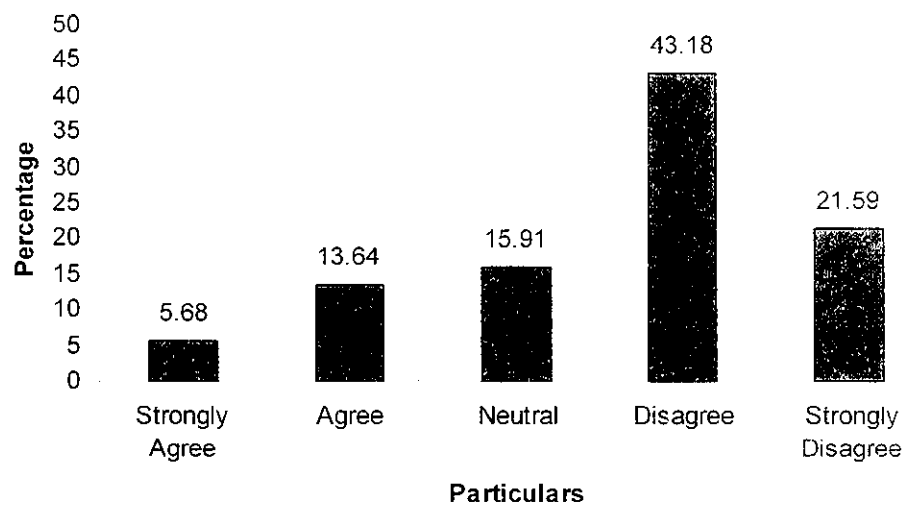


FIGURE 4.2.12: INDIVIDUAL WORK RATHER THAN TEAM WORK MATTERS LOT

4.2.13 CAREER DEVELOPMENT OF EMPLOYEES

The opinion of the respondents on competency mapping towards career development is analyzed here.

TABLE 4.2.13: CAREER DEVELOPMENT OF EMPLOYEES

PARTICULARS	FREQUENCY	%
Strongly Agree	33	37.5
Agree	24	27.27
Neutral	19	21.59
Disagree	12	13.64
Total	88	100

INTERPRETATION: The above percentage analysis makes it clear that, 64.77% of the respondents agree to the statement that competency mapping will help in career development of the employees, 21.59% of the respondent neither agree nor disagree to the statement, 13.64% of the respondents do not agree to the statement.

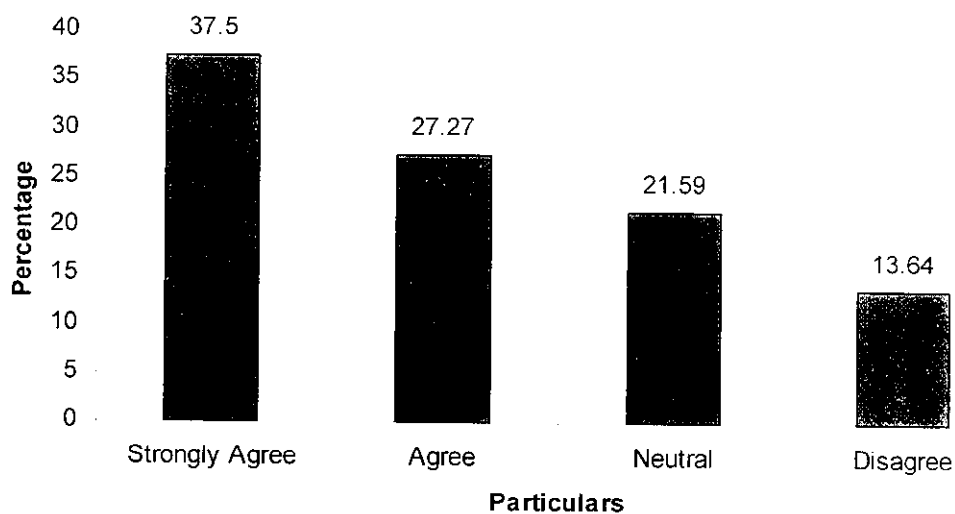


FIGURE 4.2.13: CAREER DEVELOPMENT OF EMPLOYEES

4.3 CHI SQUARE ANALYSIS

4.3.1 PERSONAL DEVELOPMENT

The opinion of the respondents regarding the organization's interest towards employee's personal development is analyzed here.

TABLE 4.3.1: IN PAST 6 MONTHS SOME ONE HAS TALKED TO YOU ABOUT YOUR PERSONAL DEVELOPMENT

Opinion	Yes	No	Total
Experience (In Yrs)			
Less than 1	19	6	25
2 to 5	20	19	39
6 to 15	7	8	15
16 to 20	2	4	6
Above 20	1	2	3
Total	49	39	88

HYPOTHESIS:

H_0 – There is association between personal development and Policies & practices

H_1 – There is no association between personal development and Policies & practices

CALCULATION:

OBSERVED FREQUENCY (O)	EXPECTED FREQUENCY (E)	(O-E)	(O-E) ²	(O-E) ² /E
19	13.92	5.08	25.81	1.85
6	11.07	-5.07	25.70	2.32
20	21.72	-1.72	2.96	0.14
19	17.28	1.72	2.96	0.17
7	8.35	-1.35	1.82	0.22
8	6.64	1.36	1.85	0.28
2	3.34	-1.34	1.80	0.54
4	2.66	1.34	1.80	0.68
1	1.67	-0.67	0.45	0.27
2	1.33	0.67	0.45	0.34
				6.81

Degree of freedom = $(r-1)(c-1) = 4$

At 5% level of significance, the tabulated value = 9.488

INTERPRETATION: The Chi-square analysis shows that the calculated value is less than the table value, so the null Hypothesis is accepted. Therefore there is association between the personal development program initiated by the organization and Policies & practices of the organization.

4.3.2 COMPETENCY MAPPING HELPS IN MOLDING PERSONALITY OF THE EMPLOYEES

The opinion of the respondents regarding competency mapping towards employee's personality development is analyzed here.

TABLE 4.3.2: COMPETENCY MAPPING HELPS IN MOLDING PERSONALITY OF THE EMPLOYEES

Opinion	Yes	No	Total
Experience (In Yrs)			
Less than 1	22	3	25
2 to 5	27	12	39
6 to 15	13	2	15
16 to 20	5	1	6
Above 20	3	0	3
Total	70	18	88

HYPOTHESIS:

H_0 – There is association between competency mapping helps molding personality of the employees and the organization to implement competency mapping.

H_1 – There is no association between competency mapping helps molding personality of the employees and the organization to implement competency mapping.

CALCULATION:

OBSERVED FREQUENCY (O)	EXPECTED FREQUENCY (E)	(O-E)	(O-E)²	(O-E)²/E
22	19.89	2.11	4.45	0.22
3	5.11	-2.11	4.45	0.87
27	31.02	-4.02	16.16	0.52
12	7.98	4.02	16.16	2.03
13	11.93	1.07	1.14	0.10
2	3.07	-1.07	1.14	0.37
5	4.77	0.23	0.05	0.01
1	1.23	-0.23	0.05	0.04
3	2.39	0.61	0.37	0.15
0	0.61	-0.61	0.37	0.61
				4.92

Degree organization of freedom = $(r-1)(c-1) = 4$

At 5% level of significance, the tabulated value = 9.488

INTERPRETATION: The Chi-square analysis shows that the calculated value is less than the table value, so the Null Hypothesis is accepted. Therefore there is association between competency mapping helps molding personality of the employees and the organization to implement competency mapping.

4.4 CORRELATION ANALYSIS

4.4.1 AWARENESS OF THE COMPETENCIES REQUIRED FOR MY ROLE IN THE ORGANIZATION

The opinion of the respondents regarding the awareness of competencies is analyzed here. Based on the competencies required for a job, recruitment of candidates is carried out.

TABLE 4.4.1: I AM COMPLETELY AWARE OF THE COMPETENCIES REQUIRED FOR MY ROLE IN THE ORGANIZATION AND SELECTING THE COMPETITIVE CANDIDATES IN RECRUITMENT PROCESS

Recruitment Process	17	31	22	15	3
Awareness of Competency Required for the Role	16	38	18	9	7

CALCULATION:

x	dx	dx ²	y	dy	dy ²	dx.dy
17	-1	1	16	-2	4	2
31	13	169	38	20	400	260
22	4	16	18	0	0	0
15	-3	9	9	-9	81	27
3	-15	225	7	-11	121	165
88	-2	420	88	-2	606	454

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

$$r = 0.899$$

INTERPRETATION: The value 0.899 shows a high degree of relation between the recruitment process of selecting competitive candidates and the awareness of competencies for a role in the organization.

4.4.2 AWARENESS OF THE ORGANIZATIONAL ROLE

The opinion of the respondents regarding the awareness of Organization role is analyzed here.

TABLE 4.4.2: RELATIONSHIP BETWEEN THE DESIGNATION OF THE RESPONDENTS AND AWARENESS OF THE ORGANIZATIONAL ROLE

Designation	19	41	16	12	88
Awareness of role	23	33	28	4	88

CALCULATION:

x	dx	dx ²	y	dy	dy ²	dx.dy
19	-3	9	23	1	1	-3
41	19	361	33	11	121	209
16	-6	36	28	6	36	-36
12	-10	100	4	-18	324	180
88	0	506	88	0	482	350

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

$$r = 0.709$$

INTERPRETATION: The value 0.709 shows a high degree of relation between the designation of the respondents and awareness of the organization role.

4.4.3 TRAINING PROGRAMS

The opinion of the respondents regarding the training programs held in the organization and their effectiveness are analyzed.

TABLE 4.4.3: RELATIONSHIP BETWEEN THE TRAINING PROGRAMS ARE CONDUCTED REGULARLY AND THE EMPLOYEES' SKILL WILL BE SHARPENED

Training Programs	21	32	17	15	3	88
Employees skills will be sharpened	28	39	13	6	2	88

CALCULATION:

x	dx	dx ²	y	dy	dy ²	dx.dy
21	3	9	28	10	100	30
32	14	196	39	21	441	294
17	-1	1	13	-5	25	5
15	-3	9	6	-12	144	36
3	-15	225	2	-16	256	240
88	-2	440	88	-2	966	605

$$r = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

$$r = 0.909$$

INTERPRETATION: The value 0.909 shows a high degree of relation between the designation of the respondents and awareness of the organization role.

4.5 ONE-WAY ANOVA

4.5.1 AWARENESS OF THE COMPETENCIES

TABLE 4.5.1: RELATIONSHIP BETWEEN THE AWARENESS OF THE COMPETENCIES AND THE EXPERIENCE OF THE RESPONDENDTS

OPINION					
EXPERIENCE (IN YRS)	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Less than 1	1	3	10	5	6
2 to 5	5	22	8	3	1
6 to 15	3	11	0	1	0
16 to 20	4	2	0	0	0
Above 20	3	0	0	0	0
Total	16	38	18	9	7

HYPOTHESIS:

H_0 – There is significant relationship between the awareness of the competencies and the experience of the respondents

H_1 – There is no significant relationship between the awareness of the competencies and the experience of the respondents

CALCULATION:

X_{ij}	$X_{ij} - X_1$	$(X_{ij} - X_1)^2$	X_{2j}	$X_{2j} - X_2$	$(X_{2j} - X_2)^2$	X_{3j}	$X_{3j} - X_3$	$(X_{3j} - X_3)^2$	X_{4j}	$X_{4j} - X_4$	$(X_{4j} - X_4)^2$	X_{5j}	$X_{5j} - X_5$	$(X_{5j} - X_5)^2$
1	-2.2	4.84	3	-4.6	21.16	10	6.4	40.96	5	3.2	10.24	6	4.6	21.16
5	1.8	3.24	22	14.4	207.36	8	4.4	19.36	3	1.2	1.44	1	-0.4	0.16
3	-0.2	0.04	11	3.4	11.56	0	-3.6	12.96	1	-0.8	0.64	0	-1.4	1.96
4	0.8	0.64	2	-5.6	31.36	0	-3.6	12.96	0	-1.8	3.24	0	-1.4	1.96
3	-0.2	0.04	0	-7.6	57.76	0	-3.6	12.96	0	-1.8	3.24	0	-1.4	1.96
16		8.8	38		329.2	18		99.2	9		18.8	7		27.2
3.2			7.6			3.6			1.8			1.4		

The Calculation of variance within the samples,

$$\hat{\sigma}^2 = \sum_{i=1}^3 \sum_{j=1}^n (x_{ij} - x_i)^2 / n-3$$

$$= 21.96$$

The Calculation of variance between the samples,

$$\hat{\sigma}^2 = 1/(3-1) \sum_{i=1}^n n_i (\bar{x}_i - \bar{x})^2$$

$$= 44$$

Now, F is to be calculated. F = ratio of two variances

$$= \frac{\text{Estimation of variances between samples}}{\text{Estimation of variances within samples}}$$

$$= \frac{44}{21.96}$$

$$= 2.003$$

INTERPRETATION: As the value of the test statistic $F = 2.003$ is less than the critical value of $F = 2.87$ (at 5% level of significance, $n=25$, $k=5$) it falls in non-rejection region. Hence, the null hypothesis is accepted which means that there is significant relationship between the awareness of the competencies and the experience of the respondents.

4.5.2 APPRAISAL SHOULD BE BASED ON TEAM WORK

TABLE 4.5.2: RELATIONSHIP BETWEEN THE GENDER OF THE RESPONDENT AND THE OPINION THAT APPRAISAL SHOULD BE BASED ON TEAM WORK

OPINION	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
GENDER					
Male	19	23	14	8	3
Female	2	7	8	3	1
Total	21	30	22	11	4

HYPOTHESIS:

H_0 – There is significant relationship between the gender of the respondent and the opinion that appraisal should be based on tem work.

H_1 – There is no significant relationship between the gender of the respondent and the opinion that appraisal should be based on tem work.

CALCULATION:

X_{1j}	$X_{1j} - X_1$	$(X_{1j} - X_1)^2$	X_{2j}	$X_{2j} - X_2$	$(X_{2j} - X_2)^2$	X_{3j}	$X_{3j} - X_3$	$(X_{3j} - X_3)^2$	X_{4j}	$X_{4j} - X_4$	$(X_{4j} - X_4)^2$	X_{5j}	$X_{5j} - X_5$	$(X_{5j} - X_5)^2$
19	8.5	72.25	23	8	64	14	3	9	8	2.5	6.25	3	1	1
2	-8.5	72.25	7	-8	64	8	-3	9	3	-2.5	6.25	1	-1	1
21		144.5	30		128	22		18	11			4		2
10.5			15			11			5.5			2		

The Calculation of variance within the samples,

$$\hat{\sigma}^2 = \sum_{i=1}^5 \sum_{j=1}^n (x_{ij} - x_i)^2 / n-3$$

$$= 43.57$$

The Calculation of variance between the samples,

$$\hat{\sigma}^2 = 1/(3-1) \sum_{i=1}^3 n_i (\bar{x}_i - \bar{x})^2$$

$$= 103.3$$

Now, F is to be calculated. F = ratio of two variances

$$= \frac{\text{Estimation of variances between samples}}{\text{Estimation of variances within samples}}$$

$$= 2.37$$

INTERPRETATION: As the value of the test statistic $F = 2.37$ is less than the critical value of $F = 5.19$ (at 5% level of significance, $n=10$, $k=5$) it falls in non-rejection region. Hence, the null hypothesis is accepted which means that there significant relationship between the gender of the respondent and the opinion that appraisal should be based on teamwork.

4.6 COMPETENCY GAP ANALYSIS

The main objective of the negative gap analysis is to predict the gap between the expected and the actual competency values. It shows the areas of improvement required for he competencies for the technical people in the organization. The competency gap has been tabulated by performing the subtraction of expected competency with the existing competency level.

4.6.1 LEADERSHIP & MAINTAINING SAFETY

Making active attempts to influence events to achieve goals, self starting and takes action to achieve goals beyond what is required; ability to coach and encourage innovative and creative ideas for the achievement of organization goals.

TABLE 4.6.1 GAP ANALYSIS FOR LEADERSHIP & MAINTAINING SAFETY

ATTRIBUTES	STANDARD	EXISTING	GAP
Ability to encourage innovative and creative ideas of subordinates	100%	67%	-33%
Ability to coach subordinates	100%	73%	-27%
Ability to maintain safe and conducive work environment	100%	95%	-5%

In the above attributes of Leadership & Maintaining safety, the employees' competency was low than the standards in the ability to encourage innovative and creative ideas of subordinates with 33% as negative gap; in the ability to coach subordinates with 27% negative gap and in the ability to maintain safe and conducive work environment with 5% negative gap.

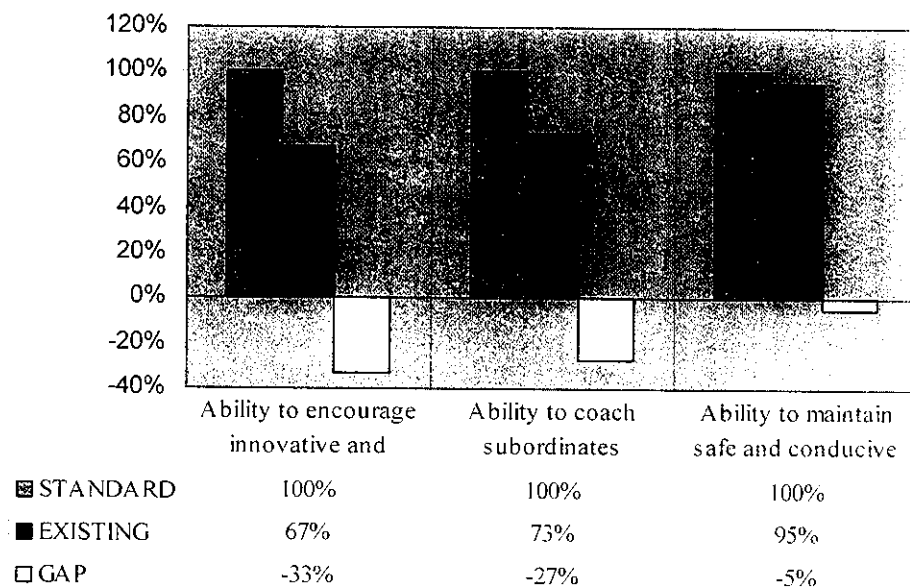


FIGURE 4.6.1 GAP ANALYSIS FOR LEADERSHIP & MAINTAINING SAFETY

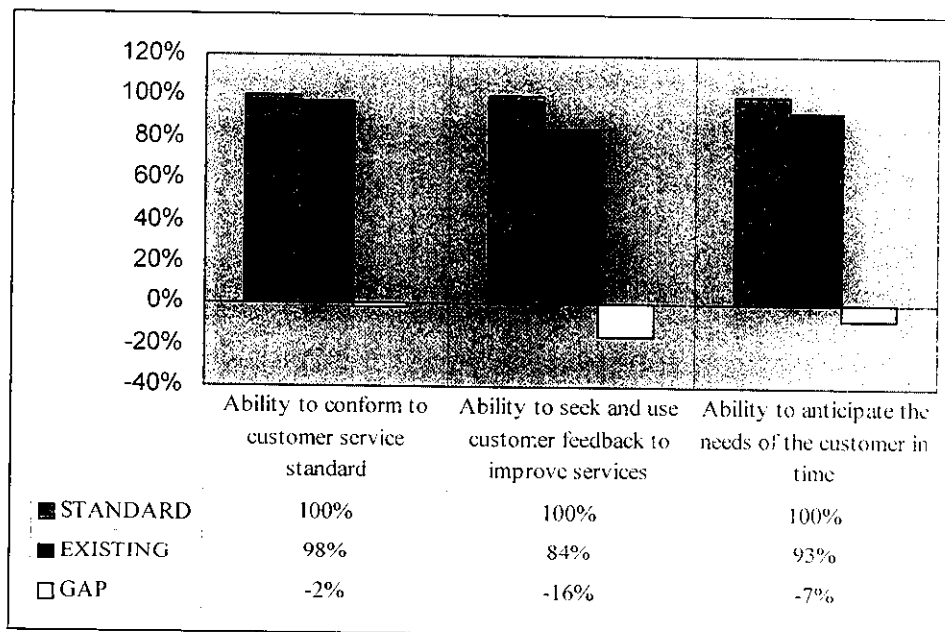
4.6.2 CUSTOMER FOCUS

Proactively developing customers relationship by making efforts to conform to the customer service standard; obtaining customer feedback to improve services; anticipating and providing solutions to customer needs; hold things together during tough times in a calm and mature manner.

TABLE 4.6.2 GAP ANALYSIS FOR CUSTOMER FOCUS

ATTRIBUTES	STANDARD	EXISTING	GAP
Ability to conform to customer service standard	100%	98%	-2%
Ability to seek and use customer feedback to improve services	100%	84%	-16%
Ability to anticipate the needs of the customer in time	100%	93%	-7%

In the above attributes of Customer Focus, the employees' competency was less than the standards in the ability conform to customer service standard with 2% as negative gap; in the ability to seek and use customer feedback to improve services with 16% negative gap and in the ability to anticipate the needs of the customer in time with 7% negative gap.

**FIGURE 4.6.2 GAP ANALYSIS FOR CUSTOMER FOCUS**

4.6.3 INTERPERSONAL SKILLS

Relates well to all kinds of people inside and outside the organization; builds constructive and effective relationship; can diffuse high-tension situation comfortably through diplomacy and tact.

TABLE 4.6.3 GAP ANALYSIS FOR INTERPERSONAL SKILLS

ATTRIBUTES	STANDARD	EXISTING	GAP
Ability to easily persuade others	100%	61%	-39%
Ability to appreciate and encourage subordinates	100%	82%	-18%
Ability to provide timely feedback	100%	79%	-21%

In the above attributes of interpersonal skills, the employees' competency was less than the standards in the ability to easily persuade others with 39% as negative gap; in the ability to appreciate and encourage subordinates with 18% negative gap and in the ability to provide timely feedback with 21% negative gap.

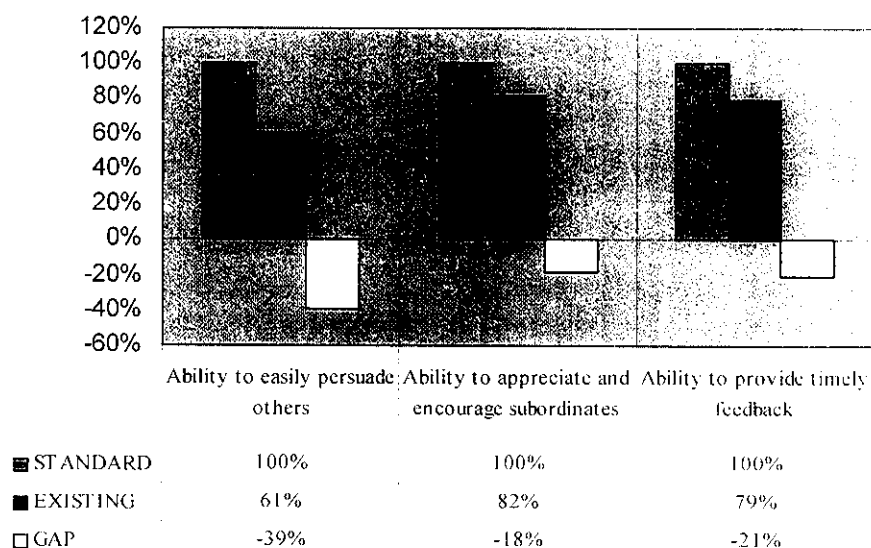


FIGURE 4.6.3 GAP ANALYSIS FOR INTERPERSONAL SKILLS

4.6.4 PLANNING AND ORGANIZING

Can establish a course of action for self and others to accomplish a specific goal. planning proper assignments of personnel and appropriate allocation of resources and good time management skills

TABLE 4.6.4 GAP ANALYSIS FOR PLANNING AND ORGANIZING

ATTRIBUTES	STANDARD	EXISTING	GAP
Ability to plan to maintain consistent service delivery	100%	100%	0%
Ability to allocate resources optimally to achieve work results	100%	78%	-22%
Good time management skills	100%	89%	-11%

In the above attributes of planning and organizing, the employees' competency was equal to standard in consistent service delivery; in the ability to allocate resources optimally to achieve work results with 22% negative gap and in the ability of Good time management skills with 11% negative gap.

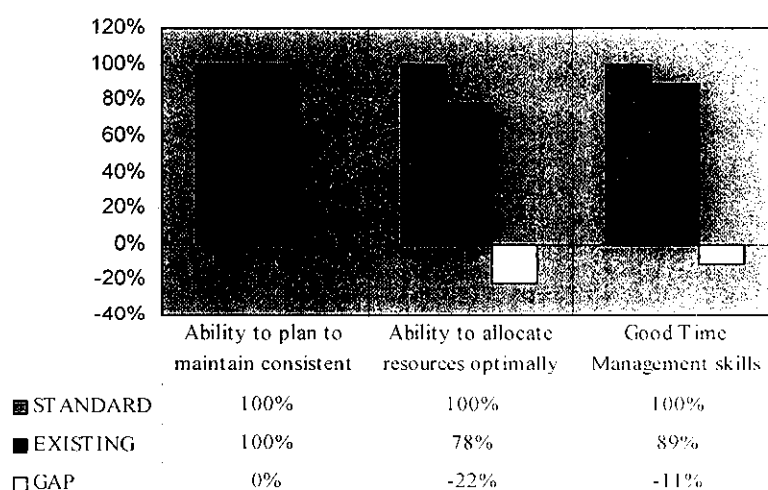


FIGURE 4.6.4 GAP ANALYSIS FOR PLANNING AND ORGANIZING

4.6.5 PROBLEM SOLVING

The ability to recognize, analyze and providing solutions to problems within a short span of time can establishes good customer relationship.

TABLE 4.6.5 GAP ANALYSIS FOR PROBLEM SOLVING

ATTRIBUTES	STANDARD	EXISTING	GAP
Ability to recognize, analyze and provide solutions to problems	100%	73%	-27%
Ability to solve the problem in a short span of time	100%	58%	-42%

In the above attributes of problem solving, the employees' competency was less than the standards in the ability to recognize, analyze and provide solutions to problems with 27% as negative gap; in the ability to solve the problem in a short span of time with 22% negative gap.

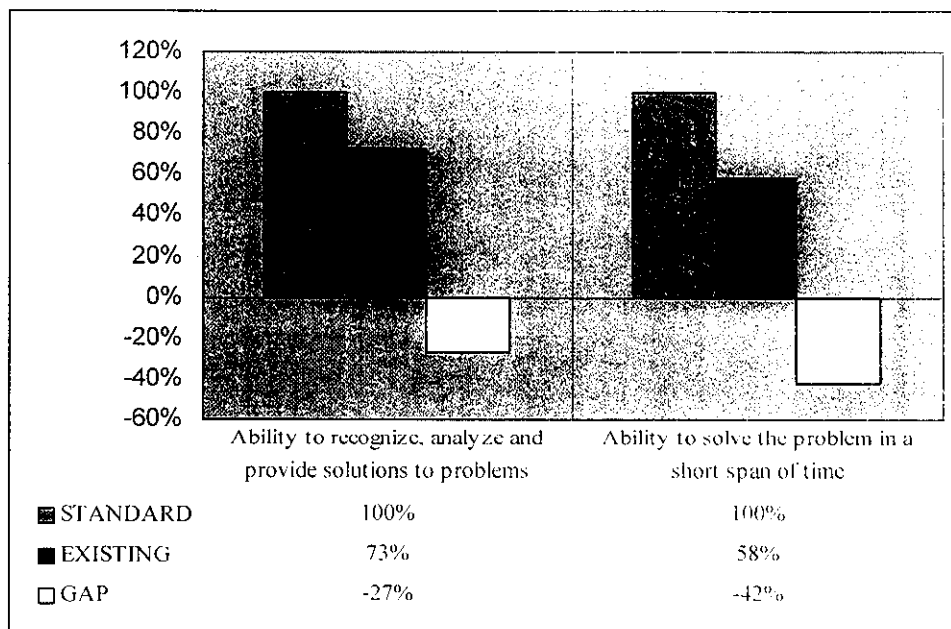


FIGURE 4.6.5 GAP ANALYSIS FOR PROBLEM SOLVING

4.6.6 INNOVATION, COMMUNICATION SKILLS & FLEXIBILITY

The ability to include new ideas and solutions into work challenges helps to achieve the competitive advantages to the organization, which cannot be complicated easily by the competitor. Communication skill makes intent and content of the communication clear; listen to others. Flexibility skill helps to priorities the work in order to meet the changing demands.

TABLE 4.6.6 GAP ANALYSIS FOR INNOVATION, COMMUNICATION SKILLS & FLEXIBILITY

ATTRIBUTES	STANDARD	EXISTING	GAP
Ability to include new ideas and solutions into work challenges	100%	98%	-2%
Ability to communicate information clearly	100%	100%	0%
Ability to change work priorities to meet changing demands	100%	66%	-34%

In the above attributes of problem solving, the employees' competency was less than the standards in the ability to include new ideas and solutions into work challenges with 2% as negative gap; ability to communicate information clearly was equal to standard; in the ability change work priorities to meet changing demands with 34% negative gap.

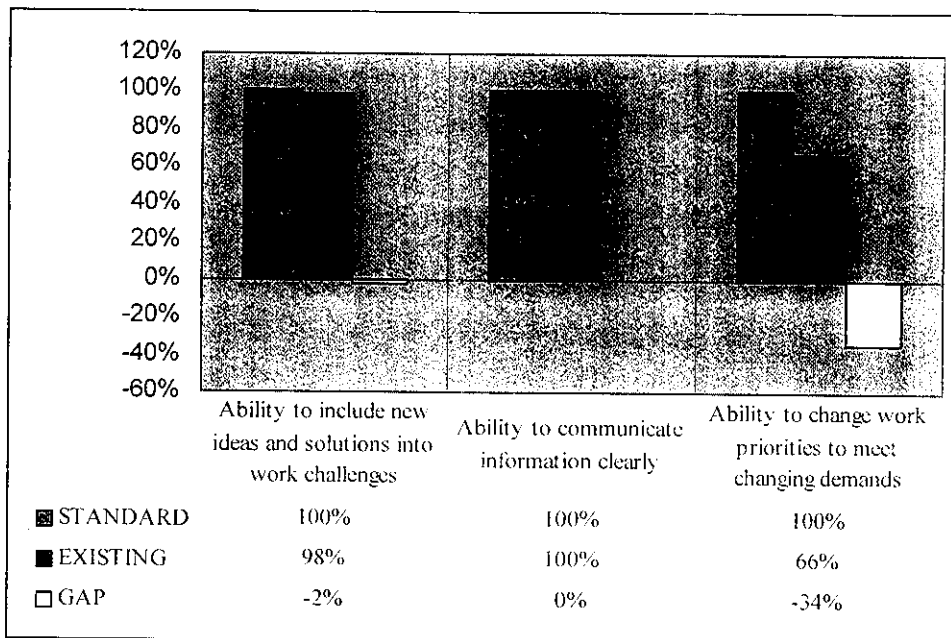


FIGURE 4.6.6 GAP ANALYSIS FOR INNOVATION, COMMUNICATION SKILLS & FLEXIBILITY

4.7 DELIVERABLES

The study has helped the employees to know about their present competency level and the management in the implementation of competency mapping in Training & Development, Performance Management, Succession Planning, Talent Induction and Management Development. The employees can also understand the competencies required for their role in the organization. Suitable recommendations are made for the betterment of the employee's competency, which in turn can be used by the organization to identify any areas of improvement and in turn to increase the profitability of the organization through high productivity.

CHAPTER 5 – CONCLUSIONS

Competency mapping is important and is an essential exercise. In good organizations competency mapping existed already. Competency mapping helps to find out the competency gap of the employees and bridge the gap. Competency method can help to find, develop, motivate and retain the superior performance.

5.1 SUMMARY OF FINDINGS

- 69.32 % of the respondents belong to the age group of below 35 years.
- 72.72% of the respondents have their work experience of below five years.
- 67% of the respondents are male.
- A high percentage of employees i.e. 82.95% feel that if competency mapping is implemented their knowledge will be enhanced; where as 17.05% of employees neither agree nor disagree to it.
- A high percentage of employees i.e. 82.95% feel that if competency mapping is implemented their skills will be sharpened, where as 17.05% of employee neither agree nor disagree to it.
- 46.55% of employees agree to it that if competency mapping is implemented the competitive advantage within the team will increase, where as 35.23% neither agree nor disagree to it and 18.18% of respondent completely disagree to it. This shows majority of the employees are ready for implementation of competency mapping.
- A high percentage of employees i.e. 70.45% agree to it that if competency mapping is implemented it will help them in meeting targets, where as 21.59% neither agree nor disagree with it and 7.76% very minimal percent of employee disagree with it.

- 65.91% of employees agree to it that if competency mapping is implemented it will increase the initiative and self reliance towards the work, where as 18.18% neither agree nor disagree with it and 15.91% of the employees completely disagree with it.
- A high percentage of employees i.e., 79.54% agree to it that if competencies of the job are identified it will be helpful in selecting the competitive candidates in recruitment process, where as 19.32% neither agree nor disagree to it and 1.14% of the employees completely disagree with it.
- 69.32% of the employees agree to it that if competency mapping is implemented it can be used as a tool for performance appraisal, where as 20.45% neither agree nor disagree with it and 10.23% of employee disagree with it.
- There is an association between initiative by organization towards personal development of employee and polices & practices followed by them which means if competency mapping is implemented as a policy of the company it will lead to the development of the employee.
- There is a strong association between molding personality of an employee and the organization to implement competency mapping, which means competency mapping can identify the traits in employee and develop its personality which will lead to personnel development.
- Recruitment process should be based on the competencies required for the job, which means competency mapping can make the role-played by an employee much clear and crisper.
- Regular training programs will sharpen the skills of employee.
- There is difference in opinion between genders whether the appraisal should be based on teamwork or not.
- The awareness of competencies differs with experience.
- 60.23% of the employee agrees that their job makes best use of their abilities, where as 31.82% of the employee neither agree nor disagree to it and 7.85% of the employee feel that their abilities are not used.

- 73.86% of the employee agrees to the statement that if competency mapping is implemented it will help in meeting the current demands of the industry, where as 15.91% neither agree nor disagree with it and 10.23% of the employees completely disagree with it.
- 78.41% of employees agree to the statement that the training program helped them to increase their performance, where as 15.91% neither agree nor disagree with it and 5.68% of the employees completely disagree with it.
- 19.32% of employee agrees to the statement that individual work rather than team work matters them allot, where as 15.91% neither agree nor disagree with it and 64.77% of the employees completely disagree with it. This shows majority of the employees are ready for teamwork.
- 64.77% of the employee agrees to the statement that if competency mapping is implemented it will help in career development of the employees, where as 21.59% neither agree nor disagree with it and 13.64% of the employees completely disagree with it. This shows majority of the employees are ready for implementation of competency mapping.
- 63.63% of the employees are clear with their competencies, where as 36.37% of employee are not aware of it.
- 61.37% of the respondents are aware of their role to be played in the project, where as 38.63% of employee are not aware of it.
- The findings regarding gap analysis are as follows:

COMPETENCIES	ATTRIBUTES	GAP
Leadership & Maintaining safety	Ability to encourage innovative and creative ideas of subordinates	-33%
	Ability to coach subordinates	-27%
	Ability to maintain safe and conducive work environment	-5%
Customer Focus	Ability to conform to customer service standard	-2%
	Ability to seek and use customer feedback to improve services	-16%

	Ability to anticipate the needs of the customer in time	-7%
Interpersonal Skills	Ability to easily persuade others	-39%
	Ability to appreciate and encourage subordinates	-18%
	Ability to provide timely feedback	-21%
Planning and Organizing	Ability to plan to maintain consistent service delivery	0%
	Ability to allocate resources optimally to achieve work results	-22%
	Good Time Management skills	-11%
Problem Solving	Ability to recognize, analyze and provide solutions to problems	-27%
	Ability to solve the problem in a short span of time	-42%
Innovation	Ability to include new ideas and solutions into work challenges	-2%
Communication	Ability to communicate information clearly	0%
Flexibility	Ability to change work priorities to meet changing demands	-34%

5.2 SUGGESTIONS AND RECOMMENDATIONS

- HR person should use the competency assessing to find out the employee present competency and the future training needs. So, that proper training at right time can be given to employee to keep them updated.
- HR can follow the competency appraisal system to provide frequent incentives to employees who perform well. This helps to motivate the employees.
- More Training programs have to be devised to improve the competencies, particularly for the employees with minimum experience, in order to overcome the gaps that exist. The employee with the right type of training will prove to be valuable.

- Organization can follow this competency based job description, rather than following the traditional job description, as it helps the management to find and select the right kind of person for the job.
- Manager can check the competency of employee and provide the most competent people an opportunity to grow.
- HR and Department heads together should define roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placements and training needs identification.
- Competency gap have to be checked up frequently by top officials and focus can be made on these area for development.
- Even if there is no competency gap while mapping, the organization has to invest to improve employee competency continuously.

5.3 CONCLUSIONS

The project work “Competency Mapping” in “Coromandel Engineering Company Limited” was done with the aim to implement competency mapping and to determine the competency level of the employees in the organization. The success of the organization depends upon the ability of the employees. In order to improve the performance and productivity of employees it is necessary to increase the competency level of employees. Based on the research conducted it is evident that the employee ability and skills have the greatest potential to help the company to achieve its business objectives.

The job description assigned for the employees do not match with their competency and skills level, though most of the employees are satisfied with their work. The training programs are conducted frequently by the company and these programs help in improving the competency of employees and they are found effective.

But company needs to work on designing a proper structure to measure each individual's competency and help them to grow individually with the organization. This will not only motivate them but also retain them within the organization, as they feel highly satisfied. Using competency mapping as criteria for performance evaluation will also make the organizations productivity to go high.

5.4 DIRECTIONS FOR FUTURE RESEARCH

The research can be done on certain other organization with the parameters in order to identify the flexibility of implementing competency mapping to achieve their goals and objectives with potential employees.

The study can be done on any organization, which is possessing competency mapping, in order to measure the competency level of the employees and areas for improvement can be identified.

APPENDIX
A STUDY ON COMPETENCY MAPPING IN COROMANDEL ENGINEERING
COMPANY LIMITED

DEAR RESPONDENTS,

This Questionnaire is designed to study the competency level in order to implement competency mapping in the organization. I request you to kindly fill this questionnaire. The information collected from you will be used only for my academic purpose. Your responses will be kept strictly confidential. The completed questionnaire will not be made available to anyone.

Name :

Age : Less than 25 yrs 26 to 35 yrs 36 to 45 yrs
 46 to 55 yrs Above 55 yrs

Sex : Male Female

Designation :

Work Experience : Less than 1 yr 2 to 5 yrs 6 to 15 yrs
 16 to 20 yrs Above 20 yrs

Do the Company provide
training for you : Yes No

Will Competency mapping helps in molding
personality of the employees: Yes No

In the past 6 months has some one talked to you about
personal development : Yes No

Tick the option which best suits your response to the below questions:

1) STRONGLY AGREE 2) AGREE 3) NEUTRAL 4) DISAGREE 5) STRONGLY DISAGREE

S.NO:	Particulars	1	2	3	4	5
1.	Employees knowledge will be enhanced by providing competency based training program					
2.	Employees skills will be sharpened by conducting competency based training program					
3.	Competitive advantage within the team of the employees					
4.	It can increase employees amount of initiative and self reliance towards work					
5.	It will be helpful in selecting the competitive candidates in recruitment process					
6.	It will be a tool for performance appraisal					
7.	Training program helped me to increase my performance					
8.	There is encouragement for creative and innovative activities in the organization					
9.	My job makes best use of my abilities					
10.	It helps in meeting target of the employees					
11.	Individual work rather than team work matters lot					
12.	Completely aware of the competencies required for my role in the organization					
13.	Training programs are regularly conducted					
14.	It pay way for the career development of employees					
15.	It will help in meeting the current demands of the industry					

The questions below ask about the attributes that suit you. Think in terms of your everyday performance by these attributes and tick the most appropriate response number for you, using the scale below.

1) POOR 2) FAIR 3) GOOD 4) EXCELLENT

S. No	COMPETENCIES	1	2	3	4
1	Leadership & Maintaining safety				
	Ability to encourage innovative and creative ideas of subordinates				
	Ability to coach subordinates				
	Ability to maintain safe and conducive work environment				
2	Customer Focus				
	Ability to conform to customer service standard				
	Ability to seek and use customer feedback to improve services				
	Ability to anticipate the needs of the customer in time				
3	Interpersonal Skills				
	Ability to easily persuade others				
	Ability to appreciate and encourage subordinates				
	Ability to provide timely feedback				
4	Planning and Organizing				
	Ability to plan to maintain consistent service delivery				
	Ability to allocate resources optimally to achieve work results				
	Good Time Management skills				
5	Problem Solving				
	Ability to recognize, analyze and provide solutions to problems				
	Ability to solve the problem in a short span of time				

6	Innovation				
	Ability to include new ideas and solutions into work challenges				
7	Communication				
	Ability to communicate information clearly				
8	Flexibility				
	Ability to change work priorities to meet changing demands				

If you expect any help from the management to improve your efficiency, please specify:

Thank You

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