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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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## A STUDY OF EMPLOYEE COMPETENCY MAPPING STRATEGIES AT SELECT ORGANISATIONS OF BANGALORE

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### ABSTRACT

*To-day's business is characterized by global operations, transitions, paradigm shifts, pressure of competition, wealth creation, share holder value creation, customer focus, culture and value based products, and context based approach, managing diversity, culture and value driven and what not. The organizational success earlier depended on physical and financial assets, today the success solely rely on the intangible ability and capability that lie in the human capital and manifested in the form of competencies. The methodologies involved in the present study are both Analytical & Survey. The entire research program dwells on the linkage of employee competencies with business strategies and at the same time the linkage outcomes in terms of individual employee performance and organization performance. The major findings are*

- *It was found that competency is a key behaviour of employees in the sample organizations that enables the superior performance of the organizations as a whole. It is more pronounced in sample information technology and foreign bank.*
- *Two-third of sample firms achieved competitive edge through developing and sustaining employee competencies in addition to ability to innovate, ability to adopt new technologies and the ability to understand the customers and their needs.*

*As per the findings of the year 2005, it is concluded that the available private and public information will have only partial influence Beyond competency based pay, to retain the talents the employees must be provided with learning opportunities, exciting jobs, challenging jobs and scope for growth. Organizations seek advantage through execution. Although many companies share business strategies and, apparently, competency strategies as well. They may be seeking unique advantage through better execution.*

### KEYWORDS

advantage, Competency, Corporate, employee, Mapping, strategies, Organization.

### 1.1. INTRODUCTION

**T**o-day's business is characterized by global operations, transitions, paradigm shifts, pressure of competition, wealth creation, share holder value creation, customer focus, culture and value based products, and context based approach, managing diversity, culture and value driven and what not. The organizational success earlier depended on physical and financial assets, today the success solely rely on the intangible ability and capability that lie in the human capital and manifested in the form of competencies. The buzzword in the industry circle is employee competency that is acting as catalyst to stay competitive and attain sustainable competitive advantage of the firm in the face of numerous complexities that day in and day out squeezes and tatters its existence unless the competency is developed and retained. The crux of the organization survival in this knowledge era hinges upon employee competency which lies as seed unless explored, nourished and nurtured, to achieve competitive advantage for the firm.

The most powerful way to prevail in global competition is still invisible to many companies. During the 1980's top executives were judged on their abilities to restructure and delayer their corporations. But during 1990's they were judged on their ability to identify, cultivate and exploit the core competencies that made the growth possible. Given the fact that environments are becoming increasingly dynamics, strategic planning based on static and rational view have lost their relevance and ceased to suffice. In order to create competitive advantage in a changing environment firms are now focusing on building core competence and transferring them to between various business units.

Employee competency is an intangible resource and this is the only resource which can take a company forward and not its physical and financial assets. Global firms after the lapse of considerable time have realized that it is the employee competencies which can guarantee all turbulence, odds and vicissitudes in the business. In the turbulent oceanic current the vessel may be capsized or sink, if the captain and the crew were to be competent they will foresee the future reduce the risks through strategic planning and execution and navigate the vessel to the sea shore, thus the competencies of the captain of the ship and his crew is the trump card for the safe landing of the ship. Similarly the organizations in the complex and ever changing environment are subject to constant change and it is the employee competency which creates and sustains competitive advantage for the firms.

### 1.2. REVIEW OF LITERATURE

The study for the purpose of gaining in-depth insight into the employee competency mapping in organizations has reviewed global leading articles on the topic. It has also identified research gap and that justified the present research program. Here are the snapshot of the literature review

**Smita Nigam, Poonam Pandey, Dhruv Kumar Pandey (2009)** in their research paper entitled 'Competence Mapping: An Innovative Management Practice Tool', expounds that employee competency mapping is one such innovative practice that is widely being used by organizations today. Competency mapping is about assessing the value of human capital and its development. Care needs to be taken to ensure the involvement of the entire organization. The need to map and monitor the competence is perceived by most organizations as a tool to add value to their key resource areas as observed by the authors.

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

**William J Rothwell and John E Lindholm (2008)** addressed employee competency efforts in the USA programmes have evolved from an early focus on distinctions between best-in-class (exemplary) and fully-successful performers to become a link between organizational strategy and organizational and individual performance. Interest in competency-based approaches is growing. Training and development professionals are using competency models to clarify organization-specific competencies to improve human performance and unify individual capabilities with organizational core competencies.

**Bergenheue gouwen** (2010) explains the concrete application of a competence-based HRM system in the petro-chemicals industry illustrates the task of linking an organization's core competences to the personal competences of employees by making use of HRM instruments. He ends with a summary of the challenges HRM professionals face in competence-based organizations.

### 1.3. RESEARCH GAP

The topic employee competency mapping has 52 years of history. Grown from cellular model to gigantic model. The employee competencies are the crux for success of any organization in the present competitive scenario. The 52 years work on the topic will reveal the research gap in the global context and more so in Indian context. The cursory look at the research works on the topic is given below.

#### **Foundations of Competency Modelling: The Work of Robert White and David McClelland**

In 1959 Robert White identified a human trait that he called 'competence'. Building on and extending White's work, Harvard psychologist David McClelland (1973) is often called the father of the US-based approach to competency modelling. His 1973 article 'Testing for Competence Rather than for Intelligence' raised questions about the reliability of intelligence tests as a predictor of job success and stated that 'the correlation between intelligence test scores and job success often may be an artifact, the product of their joint association with class status'. McClelland launched the competency modelling movement in the USA by outlining an alternative to the accepted intelligence tests as an approach to predicting 'competence'.

While McClelland's work was focused on applications in the educational sector, greater interest was shown in business and industry. McClelland's thinking provided a cogent argument against assuming that intelligence tests alone are sufficient to evaluate individual performance. It was the elements of accountability and performance inherent in his thinking that stimulated attention outside educational institutions.

McClelland's thinking complemented the work of Flanagan by showing that performance needed to be clearly defined and that success or failure was the result of multiple influences or 'clusters'

#### **McBer and Company**

In the 1970s, McBer and Company (associated with McClelland) and the American Management Association (AMA) launched the first large-scale competency programme. Its key research focus centered on answering one question: What competencies do successful managers exhibit that not such successful managers do not exhibit? The AMA study involved over 1,800 managers over a five year period, and it was the first study to define job competency with a specific focus on isolating the characteristics that underpin superior performance by comparing exemplary to fully-successful performers.

#### **The Pioneering Work of Patricia McLagan**

Following the joint McBer-AMA competency study, competency programmes began to attract attention as a means of unifying organisational human performance improvement interventions. Patricia McLagan introduced competency models as a focal point for planning, organising, integrating and improving all aspects of human resource management systems,

McLagan's work established a pattern that has inspired much competency modelling work. More recent studies of the field, influenced by McLagan but not using her outputs-driven methodology, have examined human performance improvement roles, competencies and outputs and workplace learning and performance roles, competencies and outputs. McLagan's early work focused on competency models as an integrated approach to conducting a manpower review

### 1.4. STATEMENT OF THE PROBLEM

Employee competency mapping is about assessing the value of human capital and its development. Care needs to be taken to ensure the involvement of the entire organization. The need to map and monitor the competence is perceived by most organizations as a tool to add value to their key resource areas.

Employee competency mapping is to make a connection between what the company needs and what the employee can perform and eventually detect a gap. One assumption that must be present to uncover this gap is that current status of the competence can be documented. The company also has to define what is needed now and in the future. To map the competence of an organization is not easy.

To cater to this need the research program also discusses comprehensive models for competency mapping. The process of competence mapping should be aimed at providing an integrated tool both at individual and organizational level. From the organization's viewpoint, competence development is always a question of obtaining new competence, developing new competence and phase out old.

A business might possess extremely capable human resources, but they might not work on the position that suits them. This is where competency mapping and the appraisal tools come to help the HR experts choose who should work on what position. Competence mapping is one such innovative practice that is widely being used by organizations today.

Keeping in mind, the complexities involved in the evolution of an innovative business practice, care must be taken for the competency required for the same in terms of organization, process and people. A human mind is a tool that innovates. Therefore for an innovative business practice to flourish effectively an appropriate competency mapping of the workforce is required.

Large organizations, invest much effort on "human capital" and its development. They know that internal competences are able to impress a distinctive feature on the company, and that the knowledge of their human resources represents the primary wealth of the organization. They, therefore, develop and implement tools and methods to manage, transfer and capitalize competence, and to define standards for their evaluation and validation.

Superior organizational performance is unlikely, in the absence of a competent, coordinated, and motivated workforce; and competency management can be an effective methodology for developing such a workforce. It can be convincingly argued that competency management should be the central focus of every business system; yet, it is conspicuously absent in many Indian organizations.

Competencies have attracted much attention in MNCs, and there is growing interest in competencies in all organizations. Competency programmes are evolving into the link between organizational strategy and organizational and individual performance. Interest in using competencies as a foundation for human resource management programmes stems from continued downsizing in organizations, declining profit margins, increasing market volatility in many industries, and growing acceptance of behaviorally-based research.

Renowned HR Guru and philosopher Ulrich has thus gone to some length to show how to link individual and organizational competence. Capabilities according to Ulrich represent the skills, abilities, and expertise within an organization. They describe what an organization is able to do and how it is able to do that. Capabilities are thus associated with groups of individual competencies that collectively turn into organizational competence.

Traditionally, a firm's competitive advantage is developed through perceived uniqueness and derived from financial or economic capability, strategic or marketing capability, and technological capability. Now organizational capability is a critical fourth source of competitive advantage. A first step, then, is to generate employee competencies that provide the organization with the right mix of talent to meet existing and future needs. An alternative to traditional job-based organizational systems is to use information on organizational competencies, of which employees are the focus to develop organizational capabilities that provide competitive advantage.

### 1.5. OBJECTIVES OF THE STUDY

Among the other objectives, the study embarked upon the following

1. To Identify company specific Competencies in select organization.
2. To know how competencies are Identified, Defined, Assessed, Monitored and Measured in select organizations.
3. To analyze how the Competencies are Linked to Strategies, Business Performance and Results
4. To examine the competency mapping strategies with jobs and attainment of individuals and organization objectives
5. To Analyze the Impact of Competency Mapping in Relation to Individual and Corporate Objectives



1.6. HYPOTHESES

The present study relied on the following conjectures or the tentative statements, which form the hypotheses of the study

- Employee competencies in the organization are essential predictors of outstanding performance.
- Competency cannot be directly observed and hence it has to be inferred from indirect evidence and hence is performance based.
- The strategic objectives of the P-CMM are to improve the capability of the organizations by increasing the capability of their workforce.
- Competency mapping serves as an important and an innovative management tool designed to give competitive advantage to a company in terms of people process and organization.

1.7. METHODOLOGY

The research methodology for the current study involved multiple methods, such as descriptive, analytical, empirical and survey. The details are as follows:

**Descriptive:** the researcher identified the past and the current employee competency mapping practices adopted by the sample companies. The researcher narrates the facts and figures relating to employee competency mapping strategies, its implementation and the consequences in terms of individual and organizational performance. However, the researcher has no control over the variables affecting employee competency mapping in the sample organization as he is an outsider.

**Analytical:** the study quantified the qualitative phenomenal concerning employee competency mapping strategies and their implementation for organizational success by using scaling techniques. Further, the competency mapping impact in the sample organization is analyzed, interpreted and appropriate are drawn.

**Empirical:** the study is empirical in that the researcher literally visited the sample organizations and learnt the employee competency mapping models and at the same time observed the mapping practices and their results. Further to gain in-depth knowledge, the researcher interacted with HR Practitioners who are involved in employee competency mapping at various levels.

**Survey:** the researcher before identifying the present research problem, thoroughly reviewed literature of the topic and noticed the research gap. Thereafter, by identifying strategic independent and dependent variables constructed questionnaires for the respondents. Subsequently, data have been mustered, analyzed, interpreted and appropriate logical conclusions are arrayed.

1.8. RESULTS AND DISCUSSIONS

The analysis and Interpretation in the below tables:

TABLE -1: NATURE OF COMPETENCIES

Sl. No.	Statements	CMT (N=5)					EXE (N=25)					N-EXE (N=250)				
		SA	A	N	D	SD	SA	A	N	D	SD	SA	A	N	D	SD
1	A competency is an underlying attribute of a person which enables him/her to deliver superior performance in a given job, role, or a situation.	2 (40)	2 (40)	1 (20)	-	-	8 32	11 44	3 12	2 8	1 4	77 31	89 36	26 10	31 12	27 11
2	Competency consists of clusters of knowledge, attitudes, and skills that influence an individual's ability to perform.	1 20	2 40	1 20	1 20	- -	12 48	6 24	4 16	2 8	1 4	139 56	72 29	21 8	9 4	9 3
3	Competencies are generic knowledge, motive, trait, social role, or a skill of a person linked to superior performance of the job.	2 40	2 40	1 20	- -	- -	9 36	8 32	3 12	3 12	2 8	111 44	98 39	19 8	10 4	12 5
4	Competencies are characteristics that outstanding performers do more often in more situations with better results than average performers.	1 20	3 60	1 20	- -	- -	14 56	9 36	1 4	1 4	- -	108 43	116 46	12 5	7 3	7 3
5	Competency can be thought of as the tools that individual use for successful or exemplary (best-in-class) performance.	1 20	2 40	1 20	1 20	- -	11 44	8 32	4 16	1 4	1 4	98 39	103 41	26 10	14 6	9 4

Key  
 CMT=Competency Management Team  
 SA=Strongly Agree  
 EXE= Executives  
 A=Agree  
 N-EXE= Non-Executives  
 N=Neutral  
 Figures in the paranthesis are in percentage  
 D=Disagree  
 SD=Strongly Disagree

ANALYSIS

It has been universally accepted that the individuals' inherent and apparent attributes will decide the superior on-the job performance or otherwise. Competency includes knowledge, attitudes, skills, ability, motive, trait, and the like of an individual. When asked about to indicate as to what constitutes employee competency, the respondent competency management teams, executives and non-executives in the sample organizations, 80 to 85 percent of them conceded to the given statements. A miniscule of respondents in all the three categories either remained neutral or declined to the given statements.

INTERPRETATION

Way back in 1953, American management guru for the first time recognized the concept "competence" later in the year 1973, David McClelland developed the competency management phenomenon. McLagan, Richard Boyatzis, Signe Spencer and David Ulrich remarkably developed the concept employee competency management in the organization for its survival and sustained competitive advantage.

Gone are the days where gigantic plant, superior technology and marketing strategy played central role in organizational success. Today employee competency which is the combination of his or her attributes which will decide his or her performance in the organization and that will have a telling effect to achieve core competencies. Organization devoid of competencies will soon be out of place in the industry. Competency is the essence for individual performance, departmental performance and organizational performance. It is the bounden duty of the organization to identify, nourish and utilize the employee competencies.

TABLE - 2: COMPETENCY MODEL

Statement	Scale	Response-CMT	
		Number	%
A competency model is a valid observable and measurable list of the knowledge, skills and attributes demonstrated through behavior that results in outstanding performance in a particular work context.	SA	02	40
	A	02	40
	N	01	20
	D	-	-
	SD	-	-
<b>Total</b>		<b>05</b>	<b>100</b>

(Source: primary data)

**ANALYSIS**

The competency management teams in the sample organizations expressed that models on competencies provide valid, observable and measurable list of knowledge, skills, and attributes. These parameters are reflected in the demonstrated behaviour of employees leading to outstanding performance. This view was given by four-fifth of the sample respondent teams (N=5)

**INTERPRETATION**

Like any other model, competency model provides the causal relationship between knowledge, skills and attributes demonstration of employees on the one hand and the behaviour emanating from such demonstration leading to outstanding work performance by them. The adoption of competency model provides the organization with competency standards against which the actual competencies are measured, indicating the competency gap for various jobs, positions, functions, department and organization as a whole. The model provides directions for the organization to harness various competencies including crucial competencies as indicated by the competency management teams in the sample organizations.

TABLE -3: ALIGNING EMPLOYEE COMPETENCIES WITH BUSINESS STRATEGIES

Linkage Parameters	Response-executives (N=25)				
	SA	A	N	D	SD
Whether employee competencies in your organization are linked to					
a. Individual goals and objectives	8 (32)	7 (28)	4 (16)	3 (12)	3 (12)
b. Individual performance	8 (32)	8 (32)	3 (12)	4 (16)	2 (8)
c. Departmental goals and objectives	9 (36)	8 (32)	3 (12)	3 (12)	2 (8)
d. Departmental performance	9 (36)	9 (36)	2 (8)	3 (12)	2 (8)
e. Business unit goals and objectives	7 (28)	8 (32)	3 (12)	5 (20)	2 (8)
f. Corporate goals and objectives	8 (32)	7 (28)	4 (16)	3 (12)	3 (12)
g. Business performance	8 (32)	8 (32)	3 (12)	4 (16)	2 (8)
h. Productivity	9 (36)	8 (32)	2 (8)	4 (16)	2 (8)
i. Profitability	10 (40)	9 (36)	2 (8)	2 (8)	2 (8)
j. Diversification	1 (4)	1 (4)	5 (20)	9 (36)	9 (36)
k. Expansion	2 (8)	3 (12)	5 (20)	8 (32)	7 (28)
l. Interpersonal relations	5 (20)	6 (24)	5 (20)	6 (24)	3 (12)
m. Overall corporate growth	8 (32)	7 (28)	4 (16)	3 (12)	3 (12)
n. Change management	2 (8)	3 (12)	5 (20)	8 (32)	7 (28)

(Source: Primary data)

**ANALYSIS**

Competencies are forceful trigger and strong determinant for achieving individual and corporate goals and objectives. The respondent executives ranging from 75 to 85 percent agreed that employee competencies are linked to business strategies, performance and results. The linkage produced positive results in the areas of productivity, profitability and overall growth. The results are minimum and moderate on the variables such as diversification, expansion, interpersonal relations and change management from employee competencies linkages with business strategies.

**Interpretation**

In the sample organizations, it was found that the mere linkage between employee competencies and business strategies is not enough, what is important is quality of linkages between competencies and business strategies to achieve the pre-determined individual and organizational performance. A majority of learning organizations under the study strategically linked competencies with goal achievements.

**FINDINGS**

The researcher after selecting the research problem through meticulous review of literature and interactions with HR practitioners including the research supervisors collected the data on employee competency mapping in select organizations of Bangalore. The entire research program dwells on the linkage of employee competencies with business strategies and at the same time the linkage outcomes in terms of individual employee performance and organization performance. The major findings are enumerated below.

- From the study it was found that over the last thirty years, competency management evolved and applied at various levels in the sample automobile, software, and electronics firms to a great extent. The extent of competency management prevailing in pharma firm under the study is to moderate extent
- It was found that competency is a key behaviour of employees in the sample organizations that enables the superior performance of the organizations as a whole. It is more pronounced in sample information technology and foreign bank.

- Two-third of sample firms achieved competitive edge through developing and sustaining employee competencies in addition to ability to innovate, ability to adopt new technologies and the ability to understand the customers and their needs.
  - In four-fifth of the sample organizations various employee competencies at different levels of organization structure and across the different levels are treated as "resource-based-view" (RBV). RBV is the concept which indicates the inimitability, uniqueness, and niche attribute possessed by the sample companies.
  - In two-third of the sample organizations the competency models are designed to capture and utilize the employee competencies by position-wise, function-wise, level-wise and organization as a whole. The model provides competency standards for different positions, dictionary of competencies for the organization as a whole and formation of competency community.
  - Eighty percent of the sample organizations achieved level-4 of people capability maturity model stage and twenty percent of the sample firm had reached level-5. Level-4 of the PCMM indicates that organizations aligned individual employee competencies at various levels with business strategies. Level-5 of PCMM indicates the optimum level in which, the organizations continuously focus on improving individual competencies and finding ways to improve workforce motivation and capability to become learning organizations.
  - Competency development in the sample IT, Automobile and Foreign bank improved the capability of workforce at the same time, institutionalized the competency based HR activities and further quantified the competencies through the baseline (Six Sigma)
  - The sample firms evolved competency modeling approaches to individual development either from borrowing from other companies and using as it is or tailoring the borrowed competency model to suit the particular sample firm. In the process two-fifth of the sample firms achieved the uniqueness in the competencies.
  - All the sample firms identifies, defines, assesses, monitors the employee competency models, employee competency mapping and employee competency development.
  - Four-fifth of the sample firm strategically linked employee competencies with productivity, profitability, business unit goals and objectives along with individual goals and objectives.
  - By competency mapping, sample firms identified and described most critical competencies and also determined the extent to which an employee possesses various competencies related to a job.
  - Competency mapping come to help the HR experts in choosing who should work on what position. The HR activities are therefore, competency based recruitment, competency based selections, competency based training and development, and competency based compensation management. The companies shifted job based pay to competency based pay.
  - Competency model is a focal point in the sample organizations for planning, organizing, integrating and improving all aspects of HR systems including recruitment and selection, assessment, coaching, succession planning and career pathing.
  - Mapping of critical competence in the sample organization involves analyzing the future competence of the workforce required, analyzing the gap between current and future competence, analyzing the rate of development of workers, analyzing the future challenges for employees.
- Competency mapping serves the sample organizations as an important and innovative management tool designed to give competitive advantage in terms of people process organizations. It creates strategic and proprietary value of competency models for the sample firms.

## SUGGESTIONS

- Beyond competency based pay, to retain the talents the employees must be provided with learning opportunities, exciting jobs, challenging jobs and scope for growth.
- Organizations seek advantage through execution. Although many companies share business strategies and, apparently, competency strategies as well. They may be seeking unique advantage through better execution. This would mean that organizations should select the competencies that best communicate their business strategies, and they count on implementation to achieve an advantage. This would suggest that wherever competencies come from, and regardless of which competencies are deployed, execution is the key.
- Performance-based pay is needed to encourage the application of acquired competencies to generate desired outcomes. Competencies are most likely to serve as a learning platform for performance, it is suggested. Further, companies should pay for competencies that are aligned with their core ideologies.
- The past decade has provided ample evidence that concern for customers is both a challenge and a shortcoming for most companies. Therefore, the sample firms need to match challenges, shortcomings and solutions early and deploy future oriented competencies effectively.
- The balance between technical expertise and strategic competencies is important and needs definition within the organization's context to provide advantage for the sample firms.
- Starting with the business strategy and the role people will play in making the strategy a reality makes clear sense as the foundation for developing competency models and defining competencies.
- The competency-based processes have been institutionalized, the sample firms can begin to integrate different competency-based processes into a multi-disciplinary process that better integrates the work of several workforce competencies.
- Competency- and performance-based pay are necessary partners in linking rewards to business strategy and direction. Performance-based pay is needed to encourage the application of acquired competencies to generate desired outcomes. Competencies will serve as a learning platform for performance.
- The sample firms need to diagnose their situations and determine the match between their challenges and their shortcomings are the common ground in the selection of competencies.
- Uniqueness most probably does not come from what the competencies are called but from how they are defined in terms of which behaviors, skills and knowledge areas are important. The sample companies are suggested to take note of this.
- It is suggested to the sample companies to concentrate on employee competency mapping for the purpose of customer focus, communication, team orientation and technical expertise.
- The "secret sauce" of competencies is to define both "before" and "after" competency circumstances to suggest where people may be and where they need to go to demonstrate competency at a satisfactory level, it is suggested.

## CONCLUSIONS

Competency Management encompasses all methods and instruments used in a company to systematically assess current and future competencies required for the work to be performed, as well as to assess available competencies of the HR.

A lot of resources are being spent and consultants are invited to do the job of competency mapping. Increased manpower costs, need for ensuring that competent people man critical positions, the need to be competitive and recognition of the strategic advantages of having good human resources have compelled firms to be more competency driven.

Competency Management improved the conception and realization of the business vision and strategy by providing a crucial link that leads to improved alignment of staffing resources to the mission, vision, strategy, and goals of the organization. Properly implemented, competency management led to improved workforce development, performance, opportunities, motivation, and commitment. Finally, this discipline further supports organizational performance through bundling of resources into capabilities that provide key business value.

Competency Management is seen as the future of management because it enables organizations to succeed in a variety of environments and contexts. It is seen as the most critical business systems component over which the organization has control. The care and feeding of the workforce must be paid attention to, or

else organizations risk losing their key performers and expertise to their competitors. Enabling components and disciplines include stakeholder analysis, requirements development, strategic sourcing, novel organizational forms, innovative IT, and improved compensation schemes.

### DIRECTIONS FOR FUTURE STUDY

The topic "Market efficiency and International benchmarks in the securities market" is a fertile ground for young researchers to pursue furthermore. The topics suggested are-

- Strategy of Developing Competency Based Management Systems
- Mapping Competencies for Communication for Development and Social Change
- Competence mapping in education sector
- Knowledge Mapping and Knowledge Sourcing Strategy
- Organization Learning and competency mapping
- Open Innovation Models; Open Service Innovation Models
- Corporate Open Innovation Strategy and competency mapping strategies
- Incorporating a Sustainability Perspective into the Innovation Strategy of competency mapping

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