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## A STUDY AND IDENTIFY THE PARAMETERS/FACTORS OF MANAGERIAL COMPETENCY, STEPS FOR COMPETENCY MAPPING AND COMPETENCY MODEL FOR MANAGERIAL PERSONNEL THROUGH LITERATURE REVIEW

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### **Abstract:**

*The aim of this paper is to study and analyze the factors or parameters of competencies required for managerial personnel by studying various literature reviews and study of Competency Mapping and the steps for competency model. This paper gives the various definitions of Competency, Managerial Competency and Competency Mapping. Managerial competencies are the major type of competency, which required for the success of an organization. Study of Managerial Competency and competency mapping helps to improve the performance to achieve the goals, vision and mission of an organization. It's also help for own development. Skill, Knowledge and ability/attitude are the major part of manager's competency. A competency model helps to identify the competencies needed for performing particular job, occupation or industry.*

**Key Words:** Competence, Competency, Competency Mapping, Managerial Competency, Knowledge, Skills, Attitude/Ability, Communication skills.

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### **INTRODUCTION**

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

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

### **LITERATURE REVIEW:**

#### **2.1 Definitions:**

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

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

### **2.1.2 Competency/Competencies**

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

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

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

“A cluster of related knowledge, skills and attitudes that affects a major part of one’s job (a role or responsibility), that correlates with performance on the job, that can be measure against well-accepted standards and that can be improved via training and development” (Parry 1996: conference in Johannesburg in 1995)

Spencer and Spencer (1993) “A competency is an underlying characteristic of an individual that is casually related to criterion-referenced effecting and/or superior performance in a job situation”.

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

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

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

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

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

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

“A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees”.

“Competency is a skill, a personal characteristic or a motive demonstrated by various behaviours which contribute to outstanding performance in the job”.

Murale V. and Preetha R. “Competency can be defined as behavior (i.e. communication, leadership).

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

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

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

### **2.1.3 Managerial Competency**

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

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

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

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

### **2.1.4 Competence Mapping:**

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

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

### **2.1.5 Competence Model:**

"Competency Model is a behavioural job description that must be defined by each occupational function and each job".

## **Literature Review of Research Papers:**

The researchers Murale V. and Preetha R., selected twenty middle level managers from an automobile wheel manufacturing plant at Kerala units. Each manager was rated by his/her three subordinates. The hypothesis for their study was:

- There exists a significant difference in the competency levels of leaders.
- There is a specific and positive correlation between competency traits of leaders and performance of the organization.

The instrument used to evaluate effectiveness was a six point scale in a continuum/scale which 1 denotes 'a participant does not play the role' and 6 denote 'participant plays role extraordinarily well.' SPSS 13 software was used to derive the manager's score on an assigned role or competency. Following competencies and roles were studied:

**"A Contextual Sensitivity Competencies", "Initiative Management Competencies", "Innovations-related Competencies", "Resilient Problem Solving Competencies", "Task Execution Competencies", and "Interpersonal and Leadership related Competencies"** <sup>[1]</sup>

Roles studied by researchers in their research are 1) Strategic Managerial Roles 2) Operation related Managerial Role 3) Leadership Role <sup>[1]</sup>

The researchers test hypothesis 1 by one sample t Test; hypothesis 2 by Correlation Analysis. They found that there is a strong correlation between managerial competencies and role effectiveness at 95 percentage significance level. Managerial competencies and the roles are highly correlated. Further study finds that the managers

are not much aware about their responsibilities. Managers have somewhat leadership competencies and contextual sensitivity competencies. Managers can able to manage business complexities in their organizations. They are weaker in innovation and initiative management competencies.

**Learning:** The study helped the researcher to understand that manager must have set of behavioural and technical competencies. The study also proves that the technical abilities and experience are not enough for success or performance but knowledge, skills and behaviour or attitude are also important.

**The limitations of the study (Research Gaps):**

- The study is limited to only the managers a Tyre manufacturing factory in Kerala. (**Geographical and sample limitation**) The competencies of managers differ from organization to organization and the result may or may not applicable to other organizations.
- In this study, managers are not allowed to assess their own competencies.
- The data is collected from the subordinates about the competencies of managers and not from the seniors. The only seven competencies were taken in this study<sup>[1]</sup>. So identifying other competencies can be done in future research.

The researchers in their research “Key Managerial Competencies and Competency Models in Industrial Enterprises” [2012] highlighted the issues of managerial competencies and competency model in industrial enterprises. According to researchers the basic management competencies includes analysis, communication, creativity, decision-making<sup>[1]</sup> etc. The competency like awareness of international business deals may be the critical factor for determining job success and high performance. In this research paper **researchers classify management competencies into three groups: general, specific and key (crucial). General managerial competencies** <sup>[2]</sup> give quality work and managers must have it in any management position. **Specific management competencies** <sup>[2]</sup> include the competencies which are required to fulfill the standard performance.

The competencies, which manager gives more importance are the **Key management competencies**<sup>[2]</sup>. These enhance employee performance. In this research the researchers give four pillars of managerial Competencies. These are

- 1. Knowing the Organization:** this includes developing knowledge and understanding the policies. These are the competencies related to policies, procedures, vision, mission, goals, strategic plan etc. <sup>[2]</sup>
- 2. Leading and managing people** consists the skills for providing feedback, direction to staff, satisfaction of customers, and creating healthy environment for encouraging performance and solve the problems. The skills comes under this pillar are performance appraisal, team building, staff development, collaboration, customer relations etc. <sup>[2]</sup>
- 3. Managing Resources** includes planning skills, project and budget management, change management, information management, performance assessment of an organization etc. <sup>[2]</sup>

**4. Communicating effectively** includes smooth communication with staff and customers, listening, effective presentation, written communication meetings etc.<sup>[2]</sup>

The researchers further studied the Competency model. According to them a competency model is a collection of competencies that are required for successful performance on the job. Competency model is the combination of skills, knowledge and other personality characteristics. The competency model is designed by identifying core or key competencies that are essential for all employees. Researchers gave the eight steps for creating competency model<sup>[2]</sup>.

**Learning:** Researchers conclude that the competencies support and contribute to organization's success, planning, learning and development for employees. For organization competencies provide valuable guidelines on the skills and talent pool within the organization. When organizations apply competencies to develop and select individuals then competencies will help to avoid collateral damage, recruiting cost, low morale, dissatisfied customers and help in success of the organization.

**Future study:** Researcher suggested to identify competencies for industries having multicultural environment.

Researcher Yuvaraj, R., gave eight definitions of Competency. These definitions are stated by Boyatzis (1982), UNIDO (2002), RANKIN (2002), ANSFIELD (1997), WOODRUFEE (1991), ALBANESE (1989), HAYES (1979)<sup>[3]</sup>. All these definitions are given in this paper and also taken for the thesis of Doctoral research. The study identifies the skill level of workers to analyze the training needs. Study also provides insight to multi-skill level of staffs. The reasons for the competency mapping are given in the paper.

**Need of study:** Researcher given benefits of competency model for the company, managers and employees. For managers Competency model is useful for identifying performance level, provide objectives for performance standards, for good communication, developing good relationship between employer and employee and career related issues can be reduced.

Researcher gave role of and steps involved in Competency Mapping. Ten steps were given in the research paper<sup>[3]</sup>.

**Research Methodology:** The main objective of research was to map technical competencies for the employees in different departments of a Textile Machinery Manufacturing Industry. The research methodology used was descriptive research since it's based on survey and facts finding. Census survey was adopted as sampling method. The entire population was taken for study. The sample unit was departments of a Textile Machinery Manufacturing Industry. Place is not mentioned. All 1400 workmen at different units & departments were taken as sample size. The workmen from Production and service departments were considered for the research. Both primary and secondary data used for collecting data. Questionnaires and discussion are the tools used for primary data collection. The instrument was developed from literature review and based on three areas namely knowledge, ability and attitude. Learning: Researcher analyzed that the Competency Mapping is a process of identifying key competencies. Competency is a set of knowledge, skills and attitudes required to perform the job. It's important and essential for the organization. Competency mapping identifies individual

strengths and weaknesses for career development. The gap between existing competencies to the required competencies identifies the competency training need. Skill development is one of the most accurate tool for identifying job and behavioural competencies of an individuals. Core competency is the pillar of individuals.

**Future research:** Researcher suggested the area of further research in other units of organizations and to the apprenticeship trainees.

Researcher gave history of competencies and definitions in literature review section. He covered the definitions of Hogg (1989), Klemp (1980), Boyatzis (1982), Unido (2002), Rankin (2002), Ansfield (1997), Albanese (1989) and Hayes (1979)<sup>[4]</sup>.

**Need of study:** Researcher elaborate benefits of competency model for the company, managers and employees. Competency mapping is useful for managers in identifying performance level, performance standards, good communication, improving relationship between employer and employee and reduce the career related issues.

In this paper researcher focused on role and ten steps involved in Competency Mapping<sup>[4]</sup>. The categories for competencies given are strategy, relationships, innovation, leadership, risk-taking, decision making, and emotional intelligence.

**Research Methodology:** The main objective of research was to map technical competencies for the employees in different departments of a Cement Industry. The type of research was descriptive. The sampling method used was Census survey, thus no sampling technique was used. The entire population was taken for study. The sample unit was departments of a Cement Industry. Place of the research carried is not given. The sample size was all 1450 workmen from different units & departments. The data collection method was through primary and secondary data. Questionnaires and discussion are the tools used for collecting primary data. The instrument was developed from literature review and based on three areas namely knowledge, ability and attitude.

**Learning:** Researcher analyzed four dimensions of competency mapping by reporting manager and PA committee. These dimensions are i) Think the business, ii) Deliver results, iii) Energize people, iv) Act as a role model. Each dimension consist two to four competencies. Research analyzed that the employees has high potential to grow in case of reporting manager and in case of PA committee employees doesn't have required potential and competency development needed. The overall potential of the employees for growth is high as per combined average of competency dimension given by reporting manager and PA committee. Thus an employee has potential to grow but needs development. Skill development is one of the accurate tools to identify core, job and behavioural competencies.

**Future research:** Researcher suggested the area of further research in other units of industries.

Literature review studied by the researcher Chandiok, Suniti, focused on Competency Mapping, Competency development, IT Industry in India, Recent Developments in IT Industry in India, Big four IT companies in India. These were TCS, Wipro, Infosys, and HCL Technologies. Major Hubs in India are: Chennai, Bangalore, Thiruvananthapuram, Mubai, Pune, Delhi, The National Capital Region (consists Delhi, Gurgaon, and Noida), Kolkata. Researcher studied about the challenges of HR in the Indian IT

Industry, Development of Competency Model. The paper is an attempt to develop Competency Mapping Model for HR professionals in IT industry.

**Research Methodology:** Researcher collected the primary data from the managers, professionals, supervisors, and production heads. They are asked to rate the job related competencies and list the required competencies to perform HR roles. The Competency Model was developed with the outcomes of training need identification.

The objectives are: To map the competencies for HR professionals, to identify the training needs of HR professionals, and to find the ranking of competencies.

The HR professional's competencies are divided into five Competency Clusters: Leadership, Business, Analytical and Interpersonal<sup>[5]</sup>. Researcher gave the proposed research Competency Model for Training need Assessment. The training needs of HR professionals can be identified by determining the difference between current and expected competencies levels. Researcher given the steps for Competency Mapping<sup>[5]</sup>. Researcher doesn't mentioned about the sampling method he used.

**Learning:** Competencies and Competency Models are heart of HR. The current and future competencies can be identified which helps to meet the job requirements and need of employers. There is a strong and positive relationship between competencies and job performance. Competency Model is a viable tool to identify current and future workforce and retain the skilled workers.

**Scope for further research:** According to researcher the research required on to examine different factors of competency model for different needs of the industry.

## SCOPE OF STUDY

This study is opinion survey, which helps researcher for the further study in his Doctoral research. Also this will help other researchers for their research.

## RESEARCH METHODOLOGY

**4.1 Research design:** Case study method

### 4.2 Objectives of the Study

- 1) To identify the parameters/factors of managerial competencies through five Literature Reviews.
- 2) To understand the steps for Competency Mapping.
- 3) To study steps for competency model.

### 4.3 Sampling Technique

#### Sampling Plan:-

- |                  |   |  |
|------------------|---|--|
| i) Sample Method | : | Non Probability Convenience Sampling         |
| ii) Sample Size  | : | 05 Research Papers are taken for this paper. |

### 4.4 Data Collection Method

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

### Secondary data

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

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

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

- Journals
- Proceedings

### LIMITATIONS

- The sample was restricted to the five literature reviews i.e. research papers.

### ANALYSIS OF LITERATURE REVIEW

**6.1 Parameters/factors that are identified for managerial competencies for managerial personnel are as follows:**

#### **From Research Paper No.1**

The basic management competencies includes analysis, communication, creativity, decision-making<sup>[1]</sup> etc.

**“A Contextual Sensitivity Competencies”** Which consists, quickly identification of the structure of the organization/system by managers, knowledge of the people in the organization, analyzation of trouble, identification of Do’s and Don’ts of an organization, monitor the situation around him, knack for doing right thing in right time, influence the people<sup>[1]</sup>.

**“Initiative Management Competencies”** consists manager likes new task and settings with new people, easily and quickly complete new project, makes influential presentations for new projects/activities, gives credit to people, to grab the opportunities in right time, builds an effective team to complete the ongoing project/activity<sup>[1]</sup>.

**“Innovations-related Competencies”** these includes whether manager keeps in touch with opportunities and major developments for innovation, can able to solve the difficult problems, use offbeat or novel solutions in tough problems, can timely introduce changes or innovations<sup>[1]</sup>.

**“Resilient Problem Solving Competencies”** consists that manager can quickly way out from disheartened in a very difficult situation, can take failure or criticism in positive way, never scared by big bosses, can utilize scarce resources neatly, by systematic analysis can bring order in misery situations, can generate several alternatives before implementation, can take decision by thinking through various courses of action, can map all steps of a course of action<sup>[1]</sup>.

**“Task Execution Competencies”** consists of manager put his/her best to come head of others, can play his/her role well to get the job done, like challenges, can set self goals/targets and deadlines, ready to take/accept responsibility, want to be on top, known the tasks for getting them effectively<sup>[1]</sup>.

**“Interpersonal and Leadership related Competencies includes”** includes can manager provides right guidance when things are going wrong, can understand other persons, is open with other person for dealing, other person approaches him during their emotional stress, able to keep his/her view clearly and persuasively, is he/she good listener and had good patience, can judges people after understanding them fully, able to share his/her thoughts and feelings calmly and correctly to others, ready to accept suggestions and opinions of colleagues at work place, like and enjoys close working relationships and easy with others, for a tough task he/she can inspire others and involve them, able to visualize big goals and motivate people for a tough task<sup>[1]</sup>.

### **From Research Paper No.2**

According to researchers the basic management competencies includes analysis, communication, creativity, decision-making<sup>[2]</sup>. In this research paper **researchers classify management competencies into three groups: general, specific and key (crucial). General managerial competencies<sup>[2]</sup>** give quality work and managers must have it in any management position. **Specific management competencies** include the competencies which are required to fulfill the standard performance<sup>[2]</sup>.

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- 3. Managing Resources** includes planning skills, project and budget management, change management, information management, performance assessment of an organization etc<sup>[2]</sup>.
- 4. Communicating effectively** includes smooth communication with staff and customers, listening, effective presentation, written communication meetings etc<sup>[2]</sup>.

### **Steps for Competency Mapping are as follows:**

In the Research Paper No. 3 & 5 the steps given are: 1) Identify the department for mapping. 2) Identify the structure of the organization and select the grades & levels. 3) Job Description from Individuals and departments. 4) Conducting Semi-Structured interviews. 5) Collecting interview data's. 6) Classify the required Skill list. 7) Identify the skill levels. 8) Evaluate identified competencies and skill levels with immediate superiors and other heads of concerned departments.9) Preparation of Competency calendar, and 10) Mapping of Competencies<sup>[3] [5]</sup>.

In the Research Paper No. 4 the steps given are: 1) Job Description from individuals and HR department. 2) Preparation of Questionnaires & collecting feedback from respondents. 3) Classify the required Skill list & identify the skill levels. 4) Evaluate

identified competencies and skill levels with immediate superiors and other heads of concerned departments. 5) Find out the deviation of identified competency level from required competency level. 6) Mapping of Competencies, and 7) Development of competency model for bridging the gap, leading to Training Need Assessment<sup>[4]</sup>.

### **The steps for competency model given in the research papers are**

In the research paper 2 the researchers studied the Competency model. According to them a competency model is a collection of competencies that are required for successful performance on the job. Competency model is the combination of skills, knowledge and other personality characteristics. The competency model is designed by identifying core or key competencies that are essential for all employees. Researchers gave the eight steps for creating competency model<sup>[2]</sup>.

1) Set the precise objectives of the project, 2) Defining the scope of the project and the target group. 3) Choose an approach, 4) Assemble Project team, 5) Identify the different levels of performance at a given position. 6) Collect and analyze data, 7) Verify competency model, and 8) Prepare a competency model for use.

In the research paper 3, three steps are given for Competency Model are 1) Personal Character (Intent), 2) Behaviour (Action), and Performance (Outcome)<sup>[3]</sup>.

### **FINDINGS FROM LITERATURE REVIEW**

1. The parameters/factors for managerial competencies are analyzed from two research papers. The categories for competencies are strategy, relationships, innovation, leadership, risk-taking, decision making, and emotional intelligence<sup>[4]</sup>. The HR professional's competencies are divided into five Competency Clusters: Leadership, Business, Analytical and Interpersonal<sup>[5]</sup>.
2. The steps for Competency mapping are different for different organizations and changes according to department wise. The dimensions of competency mapping are i) Think the business, ii) Deliver results, iii) Energize people, iv) Act as a role model<sup>[4]</sup>.
3. Research carried in the following Industries:
  - a) An automobile wheel manufacturing plant at Kerala units.
  - b) In different departments of a Textile Machinery Manufacturing Industry.
  - c) In different departments of a Cement Industry.
  - d) Tyre manufacturing factory in Kerala IT Industry in India, and
  - e) TCS, Wipro, Infosys, and HCL Technologies.
4. The populations selected in these researches are Middle level managers, managers, professionals, supervisors, and production heads.

### **CONCLUSION**

Competency mapping is useful for managers in identifying performance level, performance standards, good communication, improving relationship between employer and employee and reduce the career related issues. The identified parameters/factors of managerial competencies are further useful for collecting primary data through Questionnaire and Interview.

**FURTHER RESEARCH:** Required to review some more literatures for studying parameters / factors of managerial competencies for designing questionnaire.

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