



A STUDY ON COMPARTIVEANALYSISOF COMPETENCY MAPPING- ON IT COMPANIES

G. Sreevani*
Assistant Professor
School of Business Management
Anurag Group of Institutions

Seema Nazneen**
Assistant Professor
School of Business Management
Anurag Group of Institutions

ABSTRACT

Competency mapping is important and is an essential. Every well managed firm should have well defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placement and training needs identification. In performing or carrying out work, it is essential that the required job skills first be articulated. Generally speaking competency mapping examines emotional intelligence and strengths of the individuals in areas like team structure, leadership and decision making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. The intent of this paper is to trace the concept of competency mapping and comparative analysis of competency practices at selected companies.

Key words: Competency Mapping, Competency, Emotional Intelligence, HR practices

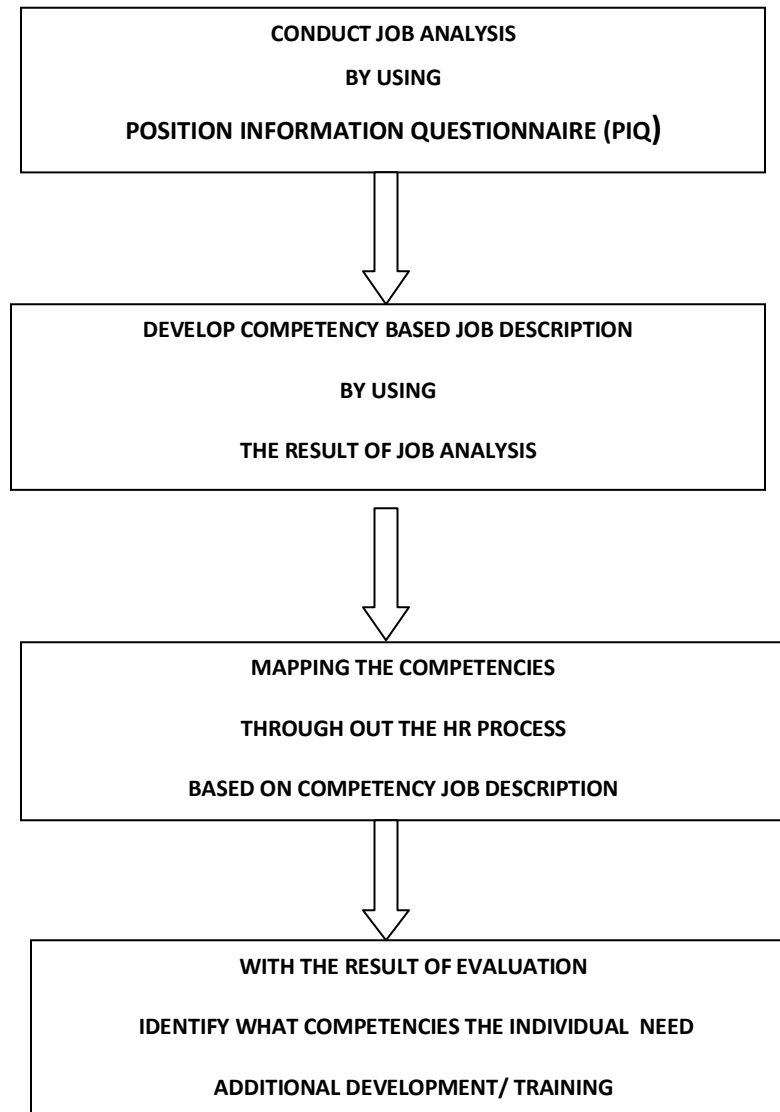


INTRODUCTION:-

Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work. Competency mapping not only acts as a useful tool for the organization but also aids an individual's competency.

Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it. Competency mapping is important and is an important activity. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition. Industry is basically classified into production and service sector. They try desperately to improve the efficiency of their system. All the methods and approaches for improving the performance and efficiency of their operations points to a basis key factor – "Skill and Competency. Skills and competency, therefore, becomes a focal point of companies, which aims at improving their performance. Every industry, especially production industries, emphasizes on skill and competency. It becomes mandatory for any production company, aiming at improving their performance, to map the skill level of their workers.

COMPETENCY MAPPING PROCESS



Objectives of the study:

1. To know the importance of competency mapping
2. To make a comparative analysis of competency mapping strategies followed in 5 software companies



Limitations of the study:

1. The study is confined to only 5 selected companies
2. The data is subject to changes in the future with change in company policies

Scope of the study:

The data has been confined to 5 software solution companies only that are listed below

- IBM
- TCS
- Wipro
- HCL
- Infosys

Research Methodology:

Secondary data has been collected from company websites, companies' web page and scholarly articles for comparison purpose.

Statistical tool: Descriptive statistics has been used to study and identify the strategies adopted in the companies.

Sample size: 5 companies.

Research Problem: Employees are the backbone of any organization. A human brain is one of the most important elements of any company. Matching the qualification, skills and experience with the correct job is the need of the hour, therefore the need was felt to make a comparative analysis of the policies that are adopted in these software solution companies whose main asset is their employees.

Review of Literature:

1. **Arya Chanakya**, a well known royal adviser and prime minister from Vedic India, penned a famous book known as the Arthashastra, which is probably the first book on competency mapping. The book contains competency mapping models, the thesis and theories of human aptitude, intelligence quotient, emotional quotient and in general everything that is related to human behavior regarding work, logic and emotions. This book is an excellent leader and management book and is more than 3000 years old.



2. **According to Boyatzis (1982) :** —A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results
3. **According to 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 a job
4. **According to RANKIN (2002):** “Competencies are definition of skills and behaviors that organization expects their staff to practice in work”.
5. **ANSFIELD (1997):** —Underlying Characteristics of a person that results in a effective superior performancel.
6. **WOODRUFEE (1991):**
 - Competency: A person – related concept that refers to the dimension of behavior lying behind competent performer.
 - Competence: A Work – related concept that refers to area of work at which a person is competent
 - Competencies: Often referred as the combination of the above two.
7. **ALBANESE (1989):** Competencies are personal characteristic that contribute to effective managerial performance
8. **HAYES (1979):** Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job.

Companies Introduction:

IBM

IBM is a global technology and innovation company that stands for progress. It operated in more 170 countries, IBMers around the world invent and integrate hardware, software and services to help forward-thinking enterprises, institutions and people everywhere succeed in building a smarter planet. IBM has been present in India since 1992. The diversity and breadth of the entire IBM portfolio of research, consulting, solutions, services, systems and software, uniquely distinguishes IBM India from other companies in the industry. IBM India's solutions and services span all major industries including financial services, healthcare,



government, automotive, telecommunications and education, among others... IBM has been expanding its footprint in India - and has a presence in over 200 cities and towns across the country - either directly or through its strong business partner network. IBM India has clearly established itself as one of the leaders in the Indian Information Technology (IT) Industry- and continues to transform itself to align with global markets and geographies to grow this leadership position. Widely recognized as an employer of choice, IBM holds numerous awards for its industry-leading employment practices and policies.

TCS

TCS Indian multinational information technology (IT) service consulting & business solutions company headquartered in Mumbai, Maharashtra. It is a subsidiary of the Group and operates in 46 countries.

TCS is one of the largest Indian companies by market capitalization. TCS is now placed among the most valuable IT services brands worldwide. TCS alone generates 70% dividends of its parent company, Tata Sons. The parent group recently decided to sell stocks of TCS worth \$1.25 billion in a bulk deal. In 2015, TCS is ranked 64th overall in the Forbes World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the top Indian company. It is the world's 9th largest IT services provider by revenue. As of 2017, it is ranked 10th on the Fortune India 500 list. In April 2018, TCS became the first Indian company to breach \$100 billion market capitalization, after its m-cap stood at Rs 6,79,332.81 crore (\$102.6 billion) in Bombay Stock Exchange. On 12 January 2017, N.Chandrashekar was elevated as the chairman for Tata Sons .

HCL COMNET LTD

HCL COMNET serves customers throughout Asia Pacific, Europe, North America, and the Middle East. Clients include Microsoft, BT, AMD, ABN AMRO, STAR INDIA LTD, CUMMINS, NATIONAL STOCK EXCHANGE (India), HCL COMNET has been recognized with an ISO 9001:2000 certification and an SEI-CMM Level 5 assessment for our software development processes, meeting the industry's highest standards. HCL COMNET has also been certified as being BS7799 certified across its centers HCL has over 35000 employees and a



global presence with state-of-art development centers in UK and India and regional offices in USA, UK, Germany, UAE, Egypt, India, Singapore, Taiwan, Thailand and Australia.

INFOSYS

Infosys Limited (formerly Infosys Technologies Limited) is an Indian multinational corporation that provides business consulting, information technology and outsourcing services. It has its headquarters in Bangalore, Karnataka, India.

Infosys is the second-largest Indian IT company by 2017 revenues and 596th largest public company in world in terms of revenue. On April 19, 2018 its market capitalisation was \$37.32 billion. The credit rating of the company is A- (rating by Standard & Poor's)

CTS

Cognizant is an American multinational corporation that provides IT services, including digital, technology, consulting, and operations services. It is headquartered in Teaneck, New Jersey, United States. Cognizant is included in the NASDAQ-100 and the S&P 500 indices. It was founded as an in-house technology unit of Dun & Bradstreet in 1994, and started serving external clients in 1996.

After a series of corporate splits and restructures of its parent companies there was an initial public offering in 1998. Following the Y2K and dot-com boom of the late 1990s, when companies sharpened their focus on hard business parameters such as revenues and profits, the company grew by delivering critical application development and maintenance services.

Cognizant had a period of fast growth during the 2000s, becoming a Fortune 500 company in 2011. In 2015, the Fortune magazine named it as the world's fourth most admired IT services company. In 2017, Cognizant was named in Fortune's Future 50 list.



Comparative Analysis:-

IBM STRATEGY:

The Leadership Development Program

The Corporate Service Corps (CSC) exposes high performance IBM employees to the 21st century context for doing business --- emerging markets, global teaming, diverse cultures, working outside the traditional office, and increased societal expectations for more responsible and sustainable business practices. CSC participants perform community-driven economic development projects in Africa, Asia, Eastern Europe and Latin America, working at the intersection of business, technology and society.

IBM's Corporate Service Corps is a leadership development program inspired by the Peace Corps. It has yielded impressive documented benefits to IBM, the employees who are chosen to participate and to the communities and NGOs it is intended to support. It is now being supported by USAID and is being used as a model by a growing number of leading corporations.

IBM has one of the strongest talent development programs

Corporate Service Corps

The program, which was launched in 2008, deploys small, 8-12-person multi-disciplinary teams to provide pro bono consulting-helping emerging country government, nonprofit and non-governmental organizations develop specific plans for addressing some of their most pressing societal needs. These can range from upgrading a government agency's IT environment and processes, to developing a supply-chain management process for getting agricultural products to market, to improving the quality of a community's public water supply. While each project is different, each is intended to result in practical blueprints for solving problems that are limiting a country or a community's growth and their peoples' ability to contribute to that growth.

It is a corporate leadership development program. The goal of the program is not to teach specific business skill but to develop the qualities individuals require to become leaders in a globally integrated business. Participants are given deep, intensive exposure to emerging markets and diverse cultures and experience in forming and working in multi-cultural, multi-



disciplinary teams. They are expected to return with improved cultural literacy, better appreciation for the strengths and limitations of different cultures and work styles, and especially greater adaptability and global teaming skills.

It involves 30 days in-country assignments plus extensive preparation and post return requirements. The 1,000th IBMer in the 100th team participated the Corporate Service Corps. Participants were from over 50 countries and have participated participate in team assignments in over 20 countries including Brazil, Chile, China, Egypt, Ghana, India, Malaysia, Indonesia, Nigeria, the Philippines, Romania, South Africa, Tanzania, Turkey, Kazakhstan, United Arab Emirates, Morocco, Russia, Sri Lanka, Kenya, Cambodia, Poland, Thailand and Vietnam

TCS:

Tata Group undertakes HR mapping exercise with help from Ernst and Young

The Tata Group is revisiting the competencies based on which it developed leaders since 2002, in one of the largest exercises in corporate India to identify, hire and skill those who would lead the conglomerate into the digital age. Consultancy EY has started mapping the best talent in the middle and senior levels of the company's six lakh employees and is expected to come out with its recommendations in the next five-six months. The aim is to understand the skill sets needed for the top roles and see who could fit in. The competencies identified will act like a blueprint and group companies may be allowed to tweak them to suit their own specific requirement.

Some of the 14 older competencies included under the exercise are: drive for results, timely decision-making, and business acumen, and strategic capability, functional effectiveness, standing pressure, interpersonal effectiveness and team building. A fresh set of competencies could be the need of the hour as the conglomerate moves from brick and mortar businesses to focus on ventures like ecommerce, retail, financial services and infrastructure. This will need leaders with a different gamut of skill sets. Zeroing in on the right lot will help the group attract and retain its top order as well

HCL

Competencies Requirement

IT HEAD BEHAVIORAL COMPETENCY SET



LEADERSHIP- It is the ability to lead, give direction, motivate within team context for goal attainment by doing right things within policy framework. Monitors boundaries and defines limits for working. Provides direction and inspiration to all team members. Finds a sense of purpose in larger mission. Guide the performance of others while holding them accountable. Operates openly and is accessible to others.

TEAM BUILDING – It is the art of building a foundation to bind members harmoniously using their capabilities for the achievement of shared goal. Creating team synergy in attainment of collective goal. Model team capabilities of collaboration, respect and cooperation. Work cohesively in team, unleashing every member’s energies and abilities to give best output. Build effective team spirit with people of diverse abilities, perspectives and talents.

LEVERAGING DIVERSITY – It is the ability to cultivate opportunities through different kinds of people and their skill set. Respect and relate well with people possessing different technical skills. See diversity as opportunity and blend well to get best out of people. Understand every member as crucial and give due importance.

NEGOTIATION – It is the art to confer with another to reach at a solution via mutual agreement. Magnanimous spirit will be winning strategy in long run. Compromising with other party more or less equally. Reaching a consensus based on mutual understanding of each other’s needs. Listens attentively to second party and using varied styles to put point.

FUNCTIONAL COMPETENCIES

IT INRASTRUCTURE AND SUPPORT KNOWLEDGE - Sound understanding of all networks, interfaces, software’s and technologies blending. Knowledge of connectivity, LAN, WAN, typologies, leased lines, wireless etc. Understanding of various connectivity protocols.

Full information on Lotus Notes 6.5 and it’s working Exposure to all modules in use under SAP e.g. payroll, finance etc.

PLANNING- It is the art of setting plans and agreeing for department to complete goals in calculated time and resources. Ensures all plans are achievable in constraints. Sense risks



and manages them in time and least effort. Plans well so that system will not stop working in any scenario. Scheduling of all activities and working according priority.

UNDERSTANDING OF SOFTWARE DEVELOPMENT LIFE CYCLE- It is the ability to use all steps of SDLC in all software projects for optimization of costs. Developing Information systems through a multi-step process from information requirement through analysis, design, implementation and maintenance. Use of rational unified process for each critical software development activity. Appropriate model combined into hybrid methodology to make best fit for every project.

PROJECT MANAGEMENT SKILLS – It is the ability to plan and manage temporary endeavor undertaken to create unique product / service in time and resource constraints. Proper planning and scheduling of all activities to accomplish aim of project. Taking calculated risk to maximize project output. Monitor the progress of project activities as per plan.

Management of all aspects related to project e.g. costs time, manpower etc. Head IT is responsible for system integration at TECH MAHINDRA, development of consumer support model and satisfying software needs of all departments at HCL COMNET LTD and of all offices. At such designation, technical vision and encompassing technology in phases viz knowledge of system integration, IT infrastructure, support and monitoring are critical for high performance. On the other hand, behavioral competencies of team building and leadership are essential to get work done from collaborative teams and task forces. Negotiation skills are additions resulting in win-win situations for dealing with outside vendors.

INFOSYS

Competency Will Be the Password at Infosys

The leading light of India's software industry is placing its bets on new models of HR development based on competencies rather than the conventional equation of age equals experience. Infosys Technologies recently announced a strategic shift towards building a role-based organization that is not only flatter, but one that builds on its high performance value system. Codenamed FERRARI, an acronym for - focus on enabling, recognizing and rewarding appropriately the human resources of Infosys, this initiative is a key element in the company's



aggressive growth plans. Infosys senior vice-president- HRD, **Hema Ravichandar**, spoke to EFE on the new HR model. Excerpts:

What does the new performance-linked model envisage How is this different from the earlier system

With this model, company has embarked on a massive exercise to chart out a role-based framework for the company to work in. The idea is to clearly define roles and the competencies they require and make it easier for each employee to understand where he stands. This also clearly maps out the career path or ladder and there is no ambiguity in an employee's knowing where he is on the performance matrix.

In this model there are five key roles or streams we have identified - project management, programming, technical, consulting and customer interface. And each role has two aspects to it - the technical and the behavioral. And each role will be defined by five key things - responsibility for business, resources at hand, relationships, thinking and criticality of the job.

With this, competencies become the fulcrum for all processes including assessment and henceforth we will even do recruitment based on what competencies and roles we are trying to cultivate or bring in.

The earlier model was based on the years and grade yardstick and there were 15 grades between an entry level and a director. Now we have five key competency bands.

How does this integrate with your overall recruitment strategy?

Infosys is trying to extensively embark on a strategy to integrate a more global workforce and make the employee base more diverse.

We also believe that we need to use technology and processes to optimize HR processes to play at a global level. This competency-linked and role-based model will make sure we can assess and place the right people in the right job, especially when we are on a globalization drive.

How was the new performance-linked model developed?

Infosys kicked off the change management initiative in October 2000 and by December 2001 it had identified the roles and built an appraisal framework based on the new structure.

We have now begun to broadband the framework starting July 2002. Infy also put together - FERRARI - a cross functional team that worked together and developed a model for the role-based structure.

Now the focus is on building in higher variability of compensation and look at differentiation based on performance. The variable component could be anywhere from 10 per cent to over 25 per cent depending on each person's role.

Infy wanted to recruit more international employees. What are the plans in this regard
Infosys currently has people from 34 different nationalities including Japanese, Taiwanese, American, Canadian, German, British etc and all put together it represents around 2-2.5 per cent of the non-Indian work force.

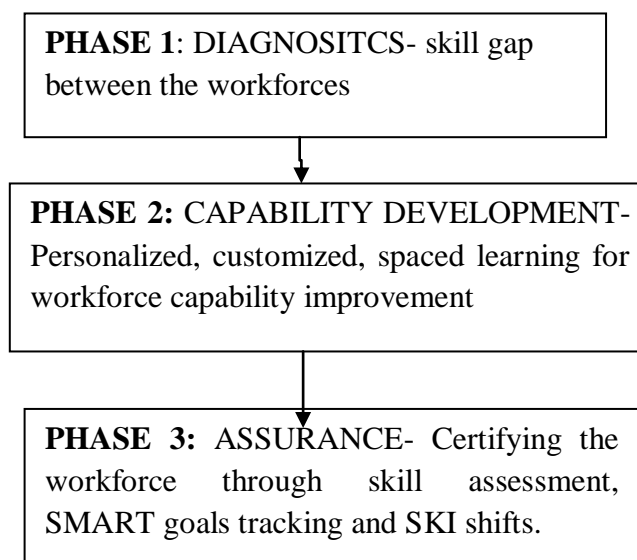
We are now looking at increasing this base. Our global recruitment and internship programme Instep are now aligned to achieve that.

CTS

CasKade

It is Cognizant's unique assurance based learning framework that assures skill improvement through a series of skill diagnostic assessments, customized curriculum for knowledge and skill building and its ability to certify the workforce.

The entire program consists of three main phases:





RESOURCES

CasKade Video

Mapping the right employee to the right role based on their skills and competencies and bridging the skill gaps in your workforce are the two high priority goals on every CIO and CHRO's agenda. Learn how you can achieve these goals with Cognizant's CasKade.

Conclusion:

From the above information it can be concluded that competency mapping is an important part of every organization especially with software companies and each company has its own strategies but every strategy is to make to employee even more competent to face the growing and diversifying challenging in the changing environment which helps in developing the required leadership skills.

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