

A Study on Competency Mapping of B-School Students For Employability

Tanushree M Aralihond

Student

KLE Society's Institute of Management Studies & Research, Hubli

tanushreemahesh098@gmail.com

Prof Aruna Battur

Assistant Professor

KLE Society's Institute of Management

Studies & Research, Hubli

arunabatturimsr@gmail.com

Abstract

This study paper explores requirements of employability competencies in new normal; the emerging innovative business models of the 21st century knowledge economics are creating new markets, impacting the way work is delivered, customers are engaged and the kind of talent required for succeeding in the global business world. As this study paper gives content about competency mapping; dealing with component of competency, competency model, mapping process and benefit. The purpose of this study is to identify the gap existing between employability skills expected by industry and those possesses by management students. The main objective of this study is to learn about the skills required for employability. Every student has his/her own abilities which may include both strong point and weak point and they may not know where they have to improve, here competency mapping process helps them to build skills with various methods. The study paper gives the insights of employability skills that are; personal attributes, workplace skills, applied and core knowledge skills management graduates should possess for securing and retaining a job. The study paper has recommendations on key areas to be focused on by management students for enhancing employability skills that is to cover up the existing gap.

Methodology:-Secondary data:-Referring various published articles related to competency mapping.

Findings:-From the study, the competency skills differed from individual to individual, organization to organization. As students skills were taken into consideration and it was found that training had to be given only on certain abilities to match with employability skills.

Research limitations:- The study includes only secondary data, because it was difficult to collect primary data due to the pandemic situation.

Key words:- Competency Mapping, Employability competencies.

1 .INTRODUCTION

Education is a very important factor in the economic development of any country. India since the early days of independence has always focused on improving the literacy rate in our country. Even today the government runs many programs to promote Primary and Higher Education in India. Education in India means the process of teaching, learning, and training of human capital in schools and colleges. This improves and increases knowledge and results in skill development hence enhancing the quality of the human capital. Our government has always valued the importance of education in India and this is reflected in our economic policies.

Business education is a branch of education that involves teaching the skills and operations of the business industry. This field of education occurs at multiple levels, including secondary and higher education institutions. Education in business has many forms, mainly occurring within a classroom of a school. Career development is often an integral part of an education business.

As in students learning in business schools, this is the stage where they need to identify their own ability to do and opt for correct path of being employed. In today's competitive market, companies are aware that their workforce must be properly trained and fully competent over a range of tasks within any given work discipline. 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.

The process of identification of the competencies needed to perform effectively a desired set of goals in a given time is known as competency mapping. Competency mapping is a crucial and significant exercise for the betterment and development of any student. Each student requires different competencies for different roles. Thus this process plays a significant role in identifying perfect positions by evaluating every student's skills and abilities.

REVIEW OF LITERATURE

2.1 SKILLS, COMPETENCIES AND EMPLOYABILITY THROUGH BUSINESS EDUCATION

Dr. Shweta Tiwari (Mishra)

*Assistant Professor, Institute for International Management and Technology,
Haryana,*

AIMA Journal of Management & Research, November 2012, Volume 6, Issue 4/4, ISSN 0974497

Through this research paper, we get to examine the link between industry competency requirement and the current provisions for Business education in India. This paper aims to understand the significance of skills and competencies with employment. The study relating with change in organizations, it revealed top 10 ranked competencies are:

Grasp of global systems, global issues, and Interrelation dynamics.

Analytical, interpersonal and Intellectual skills.

Multi-disciplinary and inter-disciplinary skills

Communication and customer service orientation.

Technical skills

Critical Thinking

Appreciation of cost management.

Ability and willingness to learn; energy and passion; teamwork and cooperation;

Decision making and problem solving.

Motivation and Initiative.

2.2. PERCEIVED COMPETENCIES AND EMPLOYABILITY LEVEL OF MANAGEMENT STUDENTS

Banerjee Padmakali, Patter Yogesh Kumar

1. Pro Vice Chancellor, Dean Academics, Amity University Haryana & Director Amity Business School, Amity Education Valley, Manesar, Gurgaon, India

2. Assistant Professor (HR), Amity Business School, Amity University Haryana, Amity Education Valley, Manesar, Gurgaon, India

Corresponding Author Email: 31yogesh@gmail.com

This paper presents the overview of recent trends about current employability skills of management students and skills needed by the industry. As mentioned and explained in this paper, this research had investigated the development of the various competencies and employability skills based on recruiters and students perception. This study has also explained how a student should know about the quality of employability

The quality of the final placement should be judged on the basis of certain parameters

compensation package,

Job profile,

Location,

Security,

Growth opportunity

And brand equity of the organization.

As Today's generation requires more than employability education. And any skills or knowledge is becoming obsolete faster and faster and in a shorter time span. Management education requires the ability to respond to newer situations and emerging realities without getting caught with techniques of successes.

2.3. Competency Mapping model: Drive for Educational institution

1J. Anitha., 2Reema.P.M

Associate Professor, GRG School of Management Studies

Research Scholar, PSGR Krishnammal College for Women

This paper explores a development of the new tool that is “Competency Mapping” for the performance assessment and the quality enhancement of the management institutions. And the paper finally arrives at a TAASK (Trait, Ability, Attitude, Skill, Knowledge) based competence model for the assessment of students in academia

TAASK=

Trait as a component of Competency

Ability as a component of competency

Attitude and Skill as components of Competency

Knowledge as a component of competency

CONCLUSION

The paper has made a thorough study on the various variables that influence competencies such as Trait, Ability, Attitude, Skill, and Knowledge. These competencies on individual show a strong impact on their overall performance and to remain as a key performer in the organization. Thus when an individual possess these competence, it help to meet both individual and organizations goals and objective. Individual possess these competence, it help to meet both individual and organizations goals and objective.

2.4. Impact of Training on Self-Perceived Importance and Level of Competence of Management Post Graduates towards Employability Soft Skills

Mr. Atul N.Bharat1, Dr. C.K. Goyal

Director, Career Development Cell Acropolis Group of Institutions, Indore, Madhya Pradesh, India

Professor & Head Institute of Business Management & Research IPS Academy, Indore, Madhya Pradesh, India

Corresponding author

Dr. C.K. Goyal

The research study has made an attempt to address the employability dearth among the

Management students

The findings reveal that employability skills like:-

Ability to verbally communicate with persons inside and outside the organization,

Ability to obtain And process information

Ability to work in team, Proficiency with computer software programs,

Ability to make decisions & solve problems,

Ability to analyze quantitative data, Technical Knowledge,

Ability to plan, organize and prioritize work,

Ability to create and/ or edit written communications,

Ability influence others are not influenced by the grade or level of the educational institutions.

2.5. Journal of Business Economics and Management Sciences

Vol. 2(1), pp.1-9, February 2015

Article ID: JBEMS14/014

Ekta Sharma

The paper intends to identify the model for competency mapping of the Managers and to bridge the gap it becomes essential for the management institutes to take a challenge and develop employable human capital. This paper is an effort towards developing a competency guide for the “Managers to be” by preparing their graduates proactively and adorn them with the skills which increase their employability skills. The rationale of the study is to facilitate the management graduates to plot their career path and secure.

The study shows that the gap exists between the competencies of the management graduates and the required competencies to become managers. Hence, the need to bridge this gap becomes important for the career growth. To bridge the gap the managerial institutions can develop the skills in the following ways:

📌 Workshops and seminars: Class room courses are not always effective. At times Hands on experience to analyze the self skills can help the student better.

Example, Workshop on Negotiation skills, Seminar on Motivation, Learn from Leaders lectures series.

Communication skills. Although there is a class room course on the communication skills, but evaluating the students for this skill must be mandatory at every other course level too, so that it could be reinforced and the required skill could be developed.

Attitude & Value Orientation: The management institutes must devise ways to develop the right kind of attitude and Value amongst its graduates, otherwise they would be like mannequins which are decked up externally but are hollow internally

2.6. International Journal of Education and Research

Vol. 1 No. 1 January 2013

COMPETENCY MAPPING: A GAP ANALYSIS

JAIDEEP KAUR & VIKAS KUMAR

This study explains that competency required for a particular job depends on many factors. Some of these factors may change with time and thus changing competency requirements for the same job position in the organization.

According to research, there are four major components of competency:

Skill: capabilities acquired through practice. It can be a financial skill such as budgeting, or a verbal skill such as making a presentation.

Knowledge: Understanding acquired through learning. This refers to a body of information relevant to job performance. It is what people have to know to be able to perform a job, such as knowledge of policies and procedures for a recruitment process.

Personal attributes: inherent characteristics which are brought to the job, representing the essential foundation upon which knowledge and skill can be developed.

Behavior: The observable demonstration of some competency, skill, knowledge and personal attributes. It is an essentially definitive expression of a competency in that it is a set of action that, presumably, can be observed, taught, learned, and measured. (Sahu2009)

In this research paper, every employee in every level in organization needs different type of competency skills like

Technical or Functional Knowledge. Which includes:- Business awareness, Organizational awareness, Technical skills, External awareness.

 **Managerial skills:-** Customer oriented planning skills, Cross functional perspective concern for excellence judgement, Risk- taking

Human Attributes:- Communication, Team working and interpersonal effectiveness integrity, transparency

2.7. COMPETENCY DEVELOPMENT AND SKILLS READINESS OF MANAGEMENT STUDENTS: ROLE OF ASSESSMENT CENTRE

Chaitra Shetty and Dr. Bagali, M. M.

International Journal of Current Research

Vol. 6, Issue, 10, pp.9399-9409, October, 2014

The study tries to understand the decision making ability of students about their career. It tries to capture the career interest, personnel responsible in influencing the student to take up a career in management. The study focuses in developing a model of competency for management students at different stages of semesters.

As in 1st semester the focus is on:- Accountability, basic mathematical skills, Oral and written communication skills, team and dynamic groups.

In 2nd semester:- Ability to handle stress and un certainty, business acumen, creativity thinking, interpersonal skills, planning and organizing ability.

In 3rd semester:- Accounting and sound finance knowledge, conflict management, handling emergency situations, decision making ability, recruitment basics, risk management, problem-solving skill.

In 4th semester:- Analytical ability, how to set up a department, corporate laws and legal issues, negotiation skills, research skills, strategic thinking ability.

2.7 Changing Competency Requirement of Management Graduates in the 21st Century Business Environment

Ashita Bhagra, Research Scholar

Himachal Pradesh University Business School, India

Dr. Dinesh Kumar Sharma, Professor

Himachal Pradesh University Business school, India

In this study, required skills were categorized as:

Personal Attributes - integrity, initiative, dependability & reliability, adaptability & flexibility, professionalism, coping with stress, respects diversity, self awareness, learning agility, emotional intelligence

Workplace Skills - planning & organizing skills, critical thinking & problem solving skills, decision making skills, conflict management skills, communication & interpersonal skills, teamwork skills, leadership skills, time management skills, negotiation skills, entrepreneurship skills, self management skills

Applied Knowledge Skills - English communication (speaking, reading & writing), numeral competency, technology skills, creativity and innovation, professional ethics and values, digital competency

Core Knowledge Skills - business fundamentals, customer focus, cross-functional learning, strategic management, globalization, current issues in business and social relevance

2.8. Competency Assessment: Can Graduate Business Education Meet Corporate Requirements?

MARIJA MARTINOVIC

Department of Economy and Business Economy University of Dubrovnik

The paper evaluates development of competences of the business graduates and their ability to meet companies' requirements. The study includes managers of the companies in Croatia and graduates of the University of Dubrovnik. The managers gave their views about competencies required and satisfaction of the achieved competencies.

The competencies that are of great importance for managers are: time management, written communication, listening, team work, critical thinking, coping with stress, creative thinking, and oral communication.

The graduates gave self-evaluation about development of their competencies. The both views are compared. It can be concluded that the managers and the graduates as well are aware that competencies are not developed enough to fulfil contemporary corporate expectations.

Competence skills required:-

Time management

Written communication

Listening

Teamwork

Critical thinking

Coping with stress

Creative thinking

Oral communication

2.9. Matching MBA Graduates' Competencies with Employability Requirements in Sudanese Organizations

Samah Mohamed Mustafa Kamal¹, 1(Doctor of Business

Administration/School of Management Studies /University of Khartoum/ Sudan)

Abdalla Abdelrahim Idris² Associate Professor/ Director of Risk Management / Deposited Insurance Fund/Sudan)

As the graduates are the ultimate products of higher education institutions and their impact is translated in the world in terms of skills and competencies and is involved in the development of every nation, they are considered as part of the workforce who contributes to the success of every organization leading towards a common goal (Dotong, 2014).

They concluded that; graduates perceptions, contextually different, whilst employers' perceptions of the skills and competencies necessary to enhance graduate employability were similar in all four countries. Moreover, Tiwari (2012) stated ten factors and call them critical success factors which contribute to the employability skills directly those are; communication and interpersonal skills, information and technology skill, ability to work as a team, leadership skills, problem solving skills, clearly identified

professional accreditations, an emphasis on work experience, clearly identified industry links, adaptability skills, and creativity skills.

2.10. Graduate Competencies, Employability and Educational Taxonomies: Critique of Intended Learning Outcomes

Simon Paul Atkinson

Learning and Teaching Team

BPP University, UK

SimonAtkinson@bpp.com

Three levels of competence (Derived from Ennis,2008)

Occupation	<ul style="list-style-type: none"> • Leadership • Entrepreneurship • Change Management • Human Resources
Industry	<ul style="list-style-type: none"> • Project Leadership • Health • Finance • Business • Arts
Foundational	<ul style="list-style-type: none"> • Personal Effectiveness • Academic Competences • Workplace Competences

In this study skills are be summarised as

Cognitive Domain – refers to intellectual skills, the progressive complexity of intellectual deployment of knowledge. Sometimes conflated with a knowledge

dimension It should rather be referred to as about ‘knowledge application’, Based on work by Bloom (1984) later revised by Anderson and Krathwohl (2001);

Affective Domain – refers to the development of values and the perception of value issues, ranging from simple awareness of ‘behaviours’ through to the internalisation of personal value systems. Based on original work by Krathwohl and Bloom (1999);

Psychomotor Domain – refers to progressively complex manual or physical skills. Often undermined by a narrow conceptual of physical tasks but if we widen the definition to include software applications as the use of tools its relevance becomes immediately evident. Based on original work by Dave (1967), revised by Atkinson (2013);

Knowledge Domain – subject-based accumulation of facts and figures and their interrelationship. Derived from Anderson’s Knowledge Dimension (2001) by Atkinson (2013).

2.11. COMPETENCY MAPPING AND EMPLOYABILITY SKILLS OF BUSINESS GRADUATES - AN EMPIRICAL STUDY

P Madhavi Lakshmi

Asst professor, Dept. of MBA, MVGR College of Engineering(A), Vizianagaram, AP

Dr.V.Tulasi Das

Dept. of HRM Acharya Nagarjuna University, Guntur-522510, A.P

The study focused on various skills and competencies acquired by the business graduates for ensuring higher success rate of employability. The critical success factors which contribute to the employability skills are as follows:

Communication and Interpersonal Skills

Information and Technology Skill

Team Work and Team Building Skills

Leadership Skills

Problem Identification and Solving Skills

Adaptability Skills

Creativity Skills

In this study Competency-based applied learning will contribute to the academic knowledge, problem-solving skills, work attitudes and general employability skills of an individual. The study also tells that skills and competence would lead to a higher degree of employability.

3. .RESEARCH METHODOLOGY

3.1 OBJECTIVES

To study the level of skills and competencies of B-school students and to suggest desired level in an era of new challenges for employability.

To study the expectation of the corporate sectors from the business school students.

To study whether there is a need to look at the employability skills development efforts and recommend ways to help them create the employable graduates.

3.2 SCOPE OF THE STUDY

The study analyses the gap between skill level of students and competencies required by industries.

The study also give the insights of different skills and abilities of students and then required trainings needs can be found out.

This study also enhances the talent management by considering competency mapping as a tool by enhancing every student's talent.

3.3 NEED FOR THE STUDY

Competency mapping is needed to increase the self-awareness of existing skills sets.

It is needed to enhance role-efficacy among students and to helps in understanding the skill gaps in the organizations.

DATA COLLECTION METHOD

Secondary Data

Secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. In this case one is not confronted with the problems that are usually associated with the collection of original data

Secondary data either is published or unpublished data. Secondary data is collected from publications, and web sites. In any research the following are the sources of secondary data, internet and websites.

3.5 DURATION OF THE STUDY

The study was conducted for the period of two months starting 1/June/2020 till 31/July/2020.

3.6 LIMITATIONS

The study is limited within the students of only business school.

Time constraints

The study includes only secondary data, because it was difficult to collect primary data due to the pandemic situation.

. FINDINGS

The study showed that the most crucial competencies for students that valued most by companies are eleven. They are sequentially: ability and willingness to learn, achievement orientation, concern for order, quality & accuracy, energy & passion, self-confidence, teamwork & cooperation, analytical thinking, technical expertise, customer service orientation, initiative and problem solving.

Extensive studies have been carried out in the field of competency mapping in most of the organizations but very little on educators. The present study would bring out the competency of skill and ability in B-school educator and the gap.

Competency Mapping in done by the organization to help its employees achieve goals and also bring about career growth. In a same way, using Competency models in business schools help the

organization to identify the essential skills, knowledge and personal characteristics needed for successful performance for a job and to ensure that focuses on developing it.

Extensive studies have been carried out in the field of competency mapping in most of the organizations but very little on educators. The present study would bring out the competency of skill and ability in B-school educator and the gap.

Competency model can be applied in the selection process through a variety of candidate assessment. The competency model Clarifies the skills, knowledge, and characteristics required for the job or role in question and for the follow-on jobs Helps in developing high performance workforce. Competency model provide clear linkage to job and competencies, this helps to identify the performance of individual and team.

The focus of the management education should largely be on producing managers for a globalized economy and generating tailor made packages for meeting the pre-requisites of survival in the ultra-dynamic competitive environment.

In a study It was found that each and every employee at different job position requires competencies but of different level. Not only with organizational perspective these competencies are important but also for individual growth as they play a very important role.

From the study a competency model describes the combination of knowledge, skill, and characteristics needed by students to effectively perform a role in an organization and is used as a human resource tool for selection, training and development, appraisal and succession planning.

Using Competency models in business schools help the organization to identify the essential skills, knowledge and personal characteristics needed for successful performance for a job and to ensure that focuses on developing it.

SUGGESTIONS

In order to Keep up with the pace and challenge of globalization, business schools need to facilitate an education process that include the development of the top ranked competencies by employers to engage and encourages a deep identification with change. Use of training and coaching as a stepping-stone to facilitate instructors integration of soft skills into existing MBA courses.

Management curriculum need to be revised at both graduate and post graduate level. Curriculum should also link with Experimental and Action learning. For this Conducting induction programs to comprehend the changing desires of the industry with the end goal of developing course substance and preparing students for same.

Training/Internship in the institutions can be used as an important tool in shaping competencies of the students, as the nature and look of jobs changed, as the level of education and skills required are changed.

The B-school should initiate the training and development programmes to improve their conceptual, technical and behavioral skill. The organisation should sharpen the behavioral competencies in the areas of entrepreneurial skill, creative thinking, change management, logical thinking and analytical ability so that they can perform their job effectively and efficiently.

Business schools should perform curriculum restructures for prioritizing skills and designing coursework to incorporate top ranked skills viewed as most important by business and employers. Precisely, Design curricula so that students can learn — by doing — to apply multiple disciplines on the job, and encourage students to adopt more innovative ways of designing and delivering the MBA courses and add some relevant subjects based on industrial organizations requirements, environment and culture.

CONCLUSION

From the above discussion, It can be concluded that competency based management is emerging as a new approach to make the students more proficient in their work in today's time. As it provides clear indication of employee development needs.

As per the study graduates lack critical thinking and problem solving skills that hampers the decision making ability. This gap exists because these skills are not strengthened while the student is at the higher education institution. The academia needs to embed these skills in the curriculum dissemination process when domain knowledge is being imparted. In a churning global market place, understanding the mental connections between institutions, business, the environment and society has become essential.

Finally the study entitles today's generation requires more than employability education. And any skills or knowledge is becoming obsolete faster and faster and in a shorter time span. Management education requires the ability to respond to newer situations and emerging realities without getting caught with techniques of successes. Techniques become obsolete as the environment changes. The preparation of management students ought to be such that they can respond to the ever transforming environment

Hence competencies are the important trait of individual personality which should be measured to analyze their potential. For that we need to do competency mapping which is an appropriate method.

LEARNING OUTCOMES

From this study, I have learnt that the competencies are the combination of knowledge, skills and attitudes that we(students) should develop and apply for successful learning, living and working. I have also understood the importance of competency mapping method, it is an effective evaluation tool because it helps in knowing our own capabilities and skills which we aren't aware of and helps to take accountability for self-development. This study helped in knowing about skills gap that is skills we possess as graduates and what skills are needed knowing from the perspective of the companies.

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