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“A Study of various levels of competence in service industries at Pune.”

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Abstract

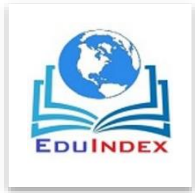
Every well-managed company ought to have well outlined roles and list of competencies needed to perform every role effectively for all jobs. A high intellectual capital lends competitive advantage to a company. With a world enlargement in market competence mapping and development of competencies of upper level managers like department heads and executives is vital and is a necessary exercise. Each well managed firm ought to have well outlined roles and list of competencies needed to perform every role effectively. Such list ought to be used for social control functions like coming up with, communication skills, interpersonal skills, technical knowledge, intra-personal relationship, innovative thinking, leadership and decision.

The present paper reflects upon the competence levels of 184 managers among totally different social control levels. The study shows that the competencies of middle level managers square measure on top of expected compared to lower level and middle level manager. Conjointly the variations between staff in numerous levels of management square measure vital. The gaps in competencies may be reduced by coaching and act.

Keywords : competence , leadership, Communication skills, Team work, Leadership skills, etc.

Introduction:

Now a day's social control personnel has become a business partner, needed high skills, ability and information, therefore ought to map the competencies and develop the



competence effectively became a lot of vital. Each well-managed company ought to have well outlined roles and list of competencies needed to perform every role effectively for all jobs. A high intellectual capital lends competitive advantage to a company. With a world enlargement in market competence mapping and development of competencies of upper level managers like department heads and managerial executives is vital and is a necessary exercise. Each well managed firm ought to have well outlined roles and list of competencies needed to perform every role effectively. Such list is to be used for social control functions like coming up with, communication skills, interpersonal skills, technical knowledge, intra-personal relationship, innovative thinking, leadership and decision.

“Effective management is that the results of labour and careful coming up with. Once abundant analysis authors developed six social control competencies – self-management, strategic action, world awareness, teamwork, coming up with and administration, and communication. They selected these competencies once talking with many managers altogether sorts and sizes of organizations.”

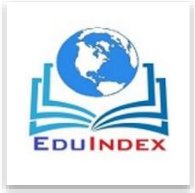
Objectives:

- 1) To know the ways for competence development and list out specific social control competencies for enhancing management effectiveness.

Research Methodology:

This paper aims to conduct a descriptive study by discovering insights relating to competence mapping and competence development of individual manager of choose producing and repair industries .In the context of analysis style, the man of science aims to adopt ways of Survey of regarding literature and knowledge survey.

Sample size: The units of sample for this study square measure worker of service industries from varied segments. The population of customers is infinite. Therefore, the samples of 2 classes of staff i.e, middle level and low level managers are selected by exploitation convenience sampling methodology. The sample is taken from managers of 184 of service industries.



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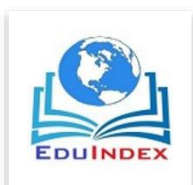
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Limitations: The typical of each competence forms the idea of research of that competence, it's one worth representing a gaggle of elements. Thus, the matter of central tendency may adversely have an effect on the results.

Competency mapping for service industries in Pune

Result:Service Industries



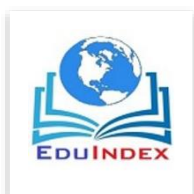
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Competency for service Industries	Level	N	Mean	Expected score	Std	Minimum	Maximum
Communication Skills score	Lower level Management	112	12.98	14	2.632	8	19.78
	Middle level Management	72	22.56	46	7.203	25	83
Interpersonal skills	Lower level Management	112	57.895	57	8.2225	40	79
	Middle level Management	72	78.09	70.5	8.0155	54.5	91.5
Technical knowledge	Lower level Management	112	43.99	67	7.0755	22	53.5
	Middle level Management	72	17.385	19	3.541	11	26.5
Intra-personal Relationship	Lower level Management	112	23.74	23	3.6015	12.5	41.5
	Middle level Management	72	15.09	19.5	1.5245	10.5	17
Innovative Thinking	Lower level Management	112	23.52	25.5	5.472	11.5	37
	Middle level Management	72	31.8	30.5	4.055	17.5	38.5
Leadership	Lower level Management	112	19.56	28.5	3.8515	9	25
	Middle level Management	112	57.895	57	8.2225	40	79
Decision	Lower level Management	72	78.09	70.5	8.0155	54.5	91.5



	Middle level Management	112	43.99	67	7.0755	22	53.5
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Descriptive analysis for competency of service industries

1. Communications skill score: The expected competency from middle management is high (48) as compared to that from the low level management. Also, the actual scores of middle management are greater than expected from them (46.6), whereas, the same from the lower level management falls short of expectation (42.98).

This is a clear indication that middle level managers have very good communication skills which allow them to take directions from the top and give instructions to the lower level management.

2. Interpersonal skills:

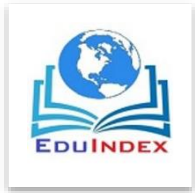
The expected competency from middle management is high (70.5) as compared to that from the low level management. Also, the actual scores of middle management are greater than expected from them (78.9), whereas, the same from the lower level management is equal to expectation (57.8). It means that middle and lower level management are ambient and they interact with all the employees in a positive manner.

3. Technical knowledge:

The expected competency required is 67, but the actual scores are 43.99 for lower management, 17 for middle management. This means that middle management people do not possess the expected job performance competency skills. This may be due to the lack of hands-on working experience on the shop floor. Also, this may be due to the fact that middle management people would have been recruited from different domains.

4. Intra-personal Relationship:

The expected competency from lower management is high (23) as compared to that from the middle level management. Also, the actual scores of lower management are greater than expected from them (25), whereas, the same from the middle level management is less than



expectation(15.09).It means that lower level management interact with the all the employees in apposite manner as compared to middle level management.

5.Innovative Thinking: Based on the actual scores(31.8) and expected score(30) The middle level manager are very good innovators as compared to low level managers.

6.LeadershipSkillsscores:

The average scores of middle level management are 59.5. which are almostmeeting theexpectation.However,theseskillsarelacking amongthelowlevelmanagers(19.5).

The lower level management people seem to be lacking leadership skills.

7. Decision: The average scores of middle level managementare72whicharealmostmeeting theexpectation.However,theseskillsarelacking amongthelowlevelmanagers.

Conclusion

When firms set specific goals and assess staff on however well they meet or exceed their goals, then the results represent themselves. Today’s company world demands in strategic growth, holding and increasing market share, attracting, managing and nurturing talent, and delivering prime quality performance to all or any involved stakeholders. Improvement is that the rule of the sport nowadays.

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