

A Review On Competency Mapping Of Customer Centric Leadership

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Abstract :

The paper focuses on the importance of competency mapping in the creation and sustaining the customer oriented leadership in the corporate culture. This study accentuates the significance of competency mapping as a strategic tool of integration of leadership competency with the organization for bridging competency gaps and to have a commitment towards a culture of continuous improvement and adaptability. Drawing into lessons from cases and dis-segment analysis, capturing sector in its activating particularity the service industry, the paper shows that organizations employing competencies know positive results in terms of leadership performance, customer satisfaction and overall business performance. The results suggest the importance of mainstreaming competency mapping in talent management and leadership development process to maintain a competitive edge in today's dynamic business environment. The article ends by promoting a synergetic approach to competency mapping that not only identifies the needed skills and behaviours but also inculcates a culture of innovation, strategic thinking, and excellence in service among the leaders. A leader is endowed with traits like administrative acumen, Articulation of vision, Ethics in business, Taking timely & impartial decision, Act as role model for the employees, Make the decentralization of power meaningful, Converting every challenge of the time into an opportunity; Courteous behaviour & last but not the least addressing the problem of the employees, Yes he will be the best leader. Leadership vs Leaders is 2 sides of a coin because both matters. The cynosure is both the leader and accepts that person as his or her is and finds ways to lead and include him or her. One leader focuses on competencies are similar to knowledge, skills and abilities and skies the feasible path to the individual are in the potentiality and are able to manage others. focusing on leadership, it is about the quality of leaders internal to an organization, rather than on leaders themselves. not only leaders but all of the systems and the processes that produce these leaders.

Keywords: Leadership Brand, Competencies, Leadership Development.

INTRODUCTION :

Great leadership is based on self-awareness. If leaders are not self-aware of where their gaps are in their balance of leadership, they won't be able to inspire, engage and drive the business. The two illustrative examples are of Winston Churchill and Mahatma Gandhi, who although poles apart in terms of who they are and the kind of leaders they were, are equally great men, the extent to which they could tap into their 'greatness' at opportune moments that defined their 'greatness' in terms of effectiveness.

SELF-AWARENESS: THE KEY TO SUCCESSFUL LEADERSHIP

Most leaders indulge in self-concepts that are unrelated to their real selves and are totally blind to their immense strengths and crippling weaknesses. This obliviousness leads to disengaged employees, unhappy customers, and increased stress that carries over outside the workplace. Study after study demonstrates that when people are able to use their strengths at work, they're more engaged, productive, and satisfied. Indeed, people who have the chance to do what they do best every day are more than three times as likely to report having an excellent quality of life, and six times as likely to be engaged at work, compared with those who are least able to use their strengths.

THE STRENGTHS-BASED APPROACH

Good to great leaders have a similar characteristic: they are acutely aware of what makes them successful, and they know how to use it to their advantage. This is similar to a carpenter familiar with their tools, or a doctor with their instruments. When organizations focus on discovering and developing their leaders and employees' strengths, they realise a new level of engagement, innovation and performance. Accordingly, leadership

development needs to focus on the identification and application of strengths of individual and collective nature.

DEVELOPING LEADERSHIP AND ORGANISATIONAL HEALTH

Where leadership is concerned with unlocking human potential, building leadership is about developing the systems, routines and culture that yield future leaders. That includes building a culture in which leaders are customer-focused and responsive to investor demands and setting up the next generation to flourish. The "X factors" ~ those unique things that organizations do and value ~ are critical to maintaining growth and agility in an ever-changing business environment.

RELEVANCE FOR LEADERSHIP RESEARCH

Building upon this knowledge, a rigorous examination of leadership cannot rest only in the identification of effective characteristics of a specific leader, but it must determine ways to measure and magnify the effectiveness of leadership as a whole in the organization. This involves:

- Team Academic Strengths and weaknesses were analysed systemically.
- Application of strength-based training interventions
- Development of enabling systems and cultures within agencies
- Feedback and fine tuning of leadership practices

DEFINING LEADERSHIP BRAND

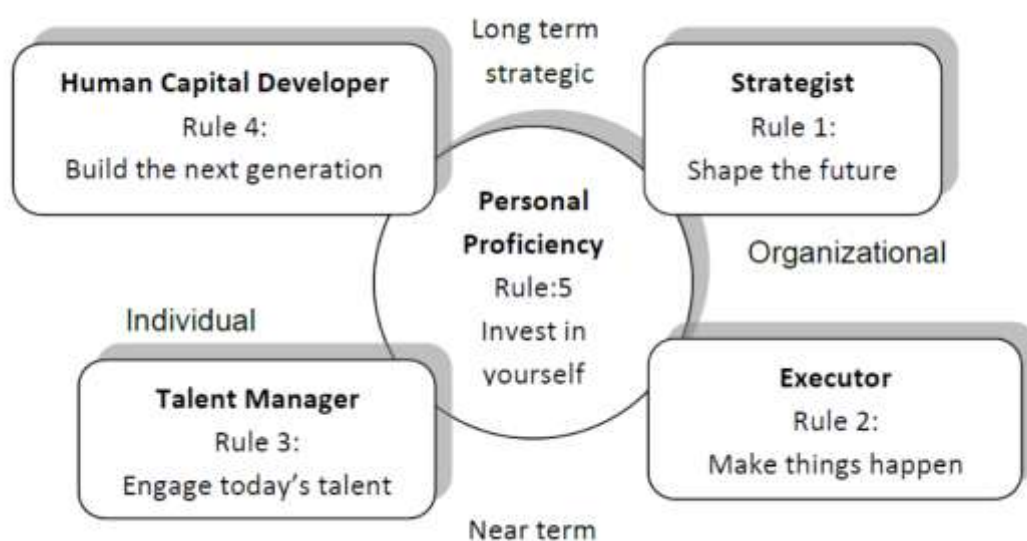


Fig 1 : The Leadership Brand, By Dave Ulrich,2007

Shape the future: Strategists respond to the question, "Where are we going?" The rules are, for strategists, about making, articulating and doing principles of what can be.

Do'er: The executor's question is, "How can we be sure we get to where we are going?" **Engage current talent:** Talent managers understand how to identify, build and engage talent to produce results today.

Develop the next generation: A human capital developer answers the question, "Who remains and continues the organization for the next generation?" **Spend on yourself :** Great leaders are not simply a sum of what they know and what they do. And personal limitation, for who they are as humans, is everything about how much power they will exercise in, with, and through other people. The best leaders are self-aware enough to know not to try to be some one like themselves.

Wherever they find an opportunity they reinvest in their capabilities. They balance themselves with partners with similar strengths. Maybe the ultimate challenge for a leader isn't what you can accomplish now – but instead what still flourishes long after you're gone.

Source: (Dave Ulrich et al 2007, Leadership Brand)

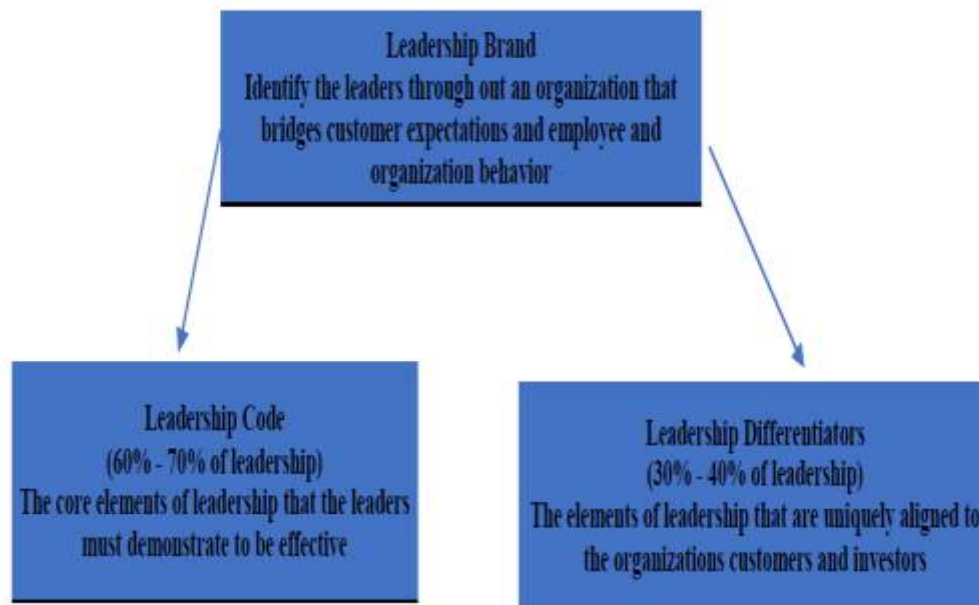


Fig 2 : The Leadership Brand, By Dave Ulrich, 2007

A leadership brand has invisible basics, as well as visible difference-makers, of its own. It is the identity of its leaders at every level in the organization that connects between customer expectations and employee and organization behavior, Ulrich et al, 2007. Leadership in the traditional sense is inside out, leadership brand is outside in. Leaders need to get the invisible basics in place effectively arrange and produce the essentials they need to maintain their product and service offerings at levers of quality that keep and exceed their customers. visit Method allow shops to focus on lower level and derivative tasks in serving its customers – closing in and g to its customers – Therefore by offering lower level services for the shops, such a interest also window dressing, shop serves as the primary off-and- meeting ground. expectations.

THE AGE OLD QUESTION – ARE LEADERS BORN OR MADE?

The most recent research there appears to be a 50/50 split in other words, half a leader is born and half is made. An illustration to do with this could be, why are some people waiting for the company to show them the way and spoon feed on they to serve a customer and why some people they do not have to fed / reminded much to on they to serve customers; for them it's deliberate as mere breathing. In the case of an organisation we remain yet to determine what proportion of leadership code can be learned from experience and which be credited to heritage. This will naturally help us to narrow in what leadership behaviours to search for in recruitment and which leadership behaviors to emphasize in leadership development. Through a targeted series of interview with thought leaders, trustedA? colleagues, it is believed that the controlling program is comprised of all the things that would good leadership. The working hypothesis is that the code corresponds to something like 60 – 70% Ulrich et al, 2007. According to the model theories of leadership, the "leadership code can be broken down into 5 dimensions:

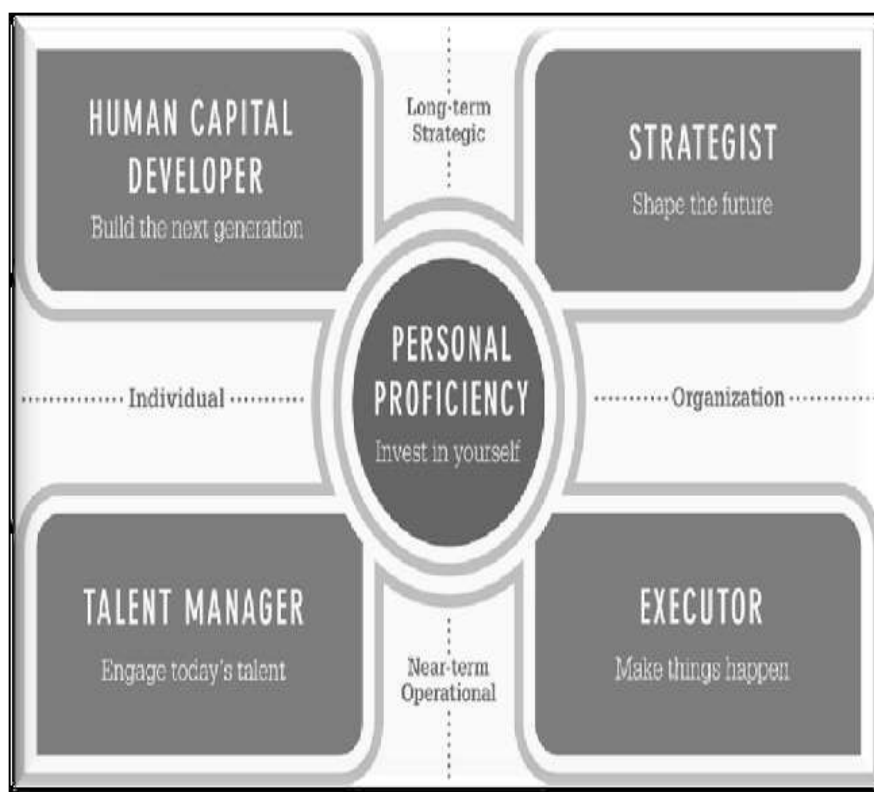


Fig 3 : The Leadership Brand, By Dave Ulrich, 2007

LITERATURE REVIEW :

Competency mapping as an essentials tool in HR and strategic management, especially in customer-oriented leadership, has come into magnitude. In the literature, its contribution is highlighted in integrating leadership skills with organizational goals, increasing customer satisfaction and building viable business performance. Competency mapping The interest in competency mapping as a phenomenon is associated with McClelland (1973), who advocated understanding the profile of job specific competencies beyond achievements and intelligence scores¹. Gilbert (1996) also proposed that high levels of reliable performance are based on documented competencies. These pioneering works set the precedent for the process-oriented, systematic, identification, measurement and development of the skills, knowledge and behaviors that contribute to the success of an organization.

CORE COMPETENCIES:

The findings of current research show that customer-oriented leadership is composed of multiple competencies, including empathy, communication, problem-solving, flexibility, and the understanding of customer needs¹⁵. These skills will help leaders to create and maintain a customer focus and respond at speed to market disruption.

STRATEGIC ALIGNMENT:

The closer the competency mapping to the strategy, the most likely of its success. Ulrich & Smallwood (2004) and other sources emphasise that the linking of leadership capabilities to strategic priorities will serve to highlight competency gaps and hence to direct the focus for skill development². This alignment is needed to provide better customer experiences and drive business objectives.

ORGANIZATIONAL PERFORMANCE EFFECTS

SATISFACTION & DELIGHTED QUALITY:

Additionally, real world observations have shown that competency mapping is associated with improved customer satisfaction and service quality⁵. Enter "orgs that map and skill up these customer-focused capabilities,

they're BUGGERED! "/// Like places that systemically map and grow these customer focused capabilities, they're screwed!." cause now the employee engagement is higher, the service delivery gets better and guess what, the customers loyalty is higher.

CASE STUDIES:

Top organizations, including General Electric, Procter & Gamble, Google, and Amazon, have implemented competency mapping within their leadership development and strategic planning, and they have seen measurable successes all around innovation, market performance, and customer outcomes.

OBJECTIVES OF THE STUDY:

The objectives of the study include:

- (i) to find out the behavioural descriptors of the selected competencies of customer focused leadership in pharmaceutical companies;
- (ii) to analyse the selected competencies on leadership in pharmaceutical companies;
- (iii) to evaluate and compare the selected competencies across different levels of management and
- (iv) to compare the competency level between Indian company and MNC pharmaceutical companies.

RESEARCH METHODOLOGY :

The Study is based on primary data which is collected through structured questionnaire. Pilot survey is done to test for the reliability and validity of the survey instruments/questionnaire. At tier 1 Ajay Biotech, Vestergaard Frandsen and Sumitomo Pharmaceuticals are purposively chosen as they were willing to share their data based on our request. In the second phase only those who were serving at India office of these three companies were asked to fill the questionnaire but 110 responded and gave data. Accordingly, the research is based on original data acquired from 110 workers from those pharmaceutical companies. Respondents include all the levels of management viz., top management, middle management and lower management at different departments, such as marketing, sales, production, research & development, human resources and administration and accounts. In the current study, the mixed methods including descriptive and quantitative analysis were carried out after the collection of data. Data has been analyzed using statistical methods such as descriptive statistics, independent sample 't' test, ANOVA. This research tries to answer the score for energetic leader through five-point Likert scale on the perception of employee about several descriptions of this dimension.

Multiple linear regression analysis is used to find out the significant predictors of competency mapping score in a cross-sectional frame work.

Predictors of Competency Mapping Score The following model is employed to investigate the predictors of competency mapping score.

Active leader Competency Score $Y = a + b_1 \text{Income} + b_2 \text{Edn} + b_3 \text{D_Nature of company} + b_4 \text{Mid-level management dummy} + b_5 \text{Top level management dummy} + b_6 \text{Communication level} + e$:

Where;

× Y: Target, Avg. - 'quality': Independent Variable for "quality" is set as Y. score of Competency

× Independent Variables: Education, Income, Communication, management level....

× Simple ordinary least square (OLS) method is used to determine the coefficients of the determinant.

× Diagnosis tests - Multicollinearity and Heteroscedasticity are used to examine the problems of regression as we are using cross sectional data.

× Reliability test-Cronbach Alpha document values were tested to check out reliability of each competency indicator

The thesis is divided into five chapters namely Introduction, Literature Review & Theoretical framework, Research Methodology, Results and Discussion and Conclusion & Suggestions.

COMPLETE ENUMERATION OR CENSUS METHOD OF SURVEY OF THE RESPONDENTS

Since, the total employees (executive level) at these companies is small (156), so we used census method and gave the questionnaire(schedules) to total employees (executives) of the companies working at India. But we only 110 respondents to our questionnaire as some were omitted because of above clear data. Respondents reflect all management strata - Top Level, Middle Level and Low Level. For the purpose of our study, therefore, we have a sample size of 110 executives across different departments (all levels). All the departments including marketing, sales, production, R&D, HR/ administration and accounts are included. Due to logistical problems, such as gaining access to the top level management, especially the MNC and getting the information related to management, the respondents related to the survey in the present study have been limited to 110 in three companies.

EVIDENCE FROM DATA AND EMPIRICAL ANALYSIS:

In this section, the data obtained from survey have been analysed and statistical analysis have been undertaken to substantiate the objectives.

Table-1 shows the base line characteristics of respondents participated in the survey.

Table 1: Base Line Characteristics of Respondents (Total Sample size:110) (Objective 1)

Baseline characteristics of Respondents		VESTERGAARD FRANDSEN		Sumitomo Chemical		Ajay Biotech	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Age	Less than 25 years	0	0	0	0	4	6.7
	25-35 years	1	5	4	19	22	36.7
	35- 45 years	8	40	11	52.4	17	28.3
	Above 45 years	11	55	6	28.6	17	28.3
Education	Primary school level	0	0	0	0	0	0
	Secondary school level	0	0	0	0	0	0
	Higher secondary school level	0	0	0	0	0	0
	Degree	20	100	21	100	60	100
monthly income	Below Rs.15,000	0	0	0	0	0	0
	Rs.15,001 - 30,000	0	0	0	0	10	16.7
	Rs. 30,001-50 ,000	0	0	4	19	18	30
	Above Rs. 50,000	20	100	17	81	32	53.3
marital status	Single	0	0	0	0	25	35
	Married	20	100	21	100	44	63.3
Experience	Up to 5 years	6	30	4	19	38	63.3
	6-10 years	4	20	11	52.4	6	10
	Above 10 years	10	50	6	28.6	16	26.7
no of children	Nil	0	0	2	9.5	14	23.3
	One	14	70	11	52.4	21	35
	Two	6	30	7	33.3	13	21.7
	More than two	0	0	1	4.8		
birth order	First	9	45	6	28.6	29	48.3
	Second	11	55	11	52.4	28	46.7
	Third	0	0	2	9.5	1	1.7
	Others	0	0	2	9.5	0	0
Competency mapping	Yes	20	100	21	100	0	0
	No	0	0	0	0	60	100
year of competency mapping		Early 2020	100	Early 2019	100	not responded	0

Source: Computed by Authors using SPSS

Respondents have been classified across companies on the basis of demographic factors, experience, income and competency mapping of the company where they are employed. the Results are shown in table-10. It is observed from the table that in Vestergaard Frandsen as high as 55 percent respondents are above 45 years. Similarly when maximum employees (52 percent) in Sumitomo Chemical are in 35-45 years, in Ajay Biotech maximum employees (36.7 percent) are in the age group of 25-35 years.

While looking at education, all respondents have completed their graduations. It suggested that employees in the companies are mostly graduates. For indicator of experience it is observed from the table that in Vestergaard Frandsen as high as 50 percent respondents are above 10 years of experience. Similarly when maximum respondents 52.4 percent in Sumitomo Chemical have experience of 6 to 10 years, in Ajay Biotech maximum respondents 63.3 percent have experience of up to 5 years.

Reliability test is conducted for the data used for above analysis.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

Source: basic data, compiled by author from SPSS output

The case processing summary shows that 110 cases were assigned to the training sample, out of which 110 cases were excluded from the analysis.

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.709	9

For total 9 samples croanbach value is 0.709 which is greater than 0.5 Shows that data is acceptable and good

Table-02: An Energetic Leader who Initiate, Execute, Influence and Inspire: Model the Way (Total Sample size:110) (Objective 2)

Descriptive Statistics

Behavioural Descriptors	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Having a clear sense of mission knowing where we are headed and seeing the end	110	5.00	5.00	5.0000	.00000	.00000	.000
Doing all that builds trust and practice integrity	110	5.00	5.00	5.0000	.00000	.00000	.000
Being able to take a judicious decision in the absence of clear picture, precedents and guidelines.	110	5.00	5.00	5.0000	.00000	.00000	.000

Going the extra mile to seize the opportunity for challenging and bigger initiatives.	110	4.00	5.00	4.4059	.04911	.49352	.244
Being able to uncover the gifted abilities of other individual.	110	4.00	4.00	4.0000	.00000	.00000	.000
Strategists: Leaders need to have a point of view about the future and be able to position the firm for future customers.	110	4.00	5.00	4.4059	.04911	.49352	.244
Displaying good peripheral vision for how to scope, scan and interpret signals hidden in plain sight.	110	3.00	5.00	3.8119	.09821	.98704	.974
Engaging everyone shopping for ideas, search for the best practices as well as the “next practice”	110	4.00	4.00	4.0000	.00000	.00000	.000
Being able to consistently invest the majority of his time in fewer areas that produce greatest results.	110	4.00	4.00	4.0000	.00000	.00000	.000
Knowing what causes momentum in the organization and how to keep it going	110	3.00	4.00	3.4059	.04911	.49352	.244
Valid N (listwise)	110						

Source: Computed by author using SPSS

RELIABILITY TEST:

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

The case processing summary shows that 110 cases were assigned to the training sample, out of which 110 cases were excluded from the analysis.

Reliability Statistics

Cronbach's Alpha	N of Items
.729	11

For total 11 samples Cronbach's value is 0.729 which is greater than 0.5 shows that data is acceptable is good

COMPETENCY DESCRIPTORS ACROSS MNC AND INDIAN FIRMS

In this subsection, a comparison is made for competency descriptors across Multinational company (MNC) and Indian Firms. Results are reported in Table-19. **Independent samples “t” test** is employed to verify whether there is significant differences in the mean score for each competency descriptors across MNC and Indian firms.

Table-3: Competency descriptors Across MNC and Indian Firms

Variables	MNC		Avg score	Indian		Avg score	t-test
	Freq.	%		Freq.	%		
Master thinker	41	40.6	4.56	69	59.4	4.42	1.23
An Energetic Leader who Initiate Execute Influence and Inspire	41	40.6	4.6	69	59.4	4.1	3.23*
A Great Communicator and a Skilled Builder of Relationships and Networks	41	40.6	4.0	69	59.4	5	2.21**
A Life long Learner for High Technical Expertise Related to concerned	41	40.6	4.64	69	59.4	4.29	0.78
A Wonderful Team player	41	40.6	4.15	69	59.4	4.6	3.96*
A Live Example to Deciding Acting Delivering and Staying Fast	41	40.6	4.17	69	59.4	3.92	0.45

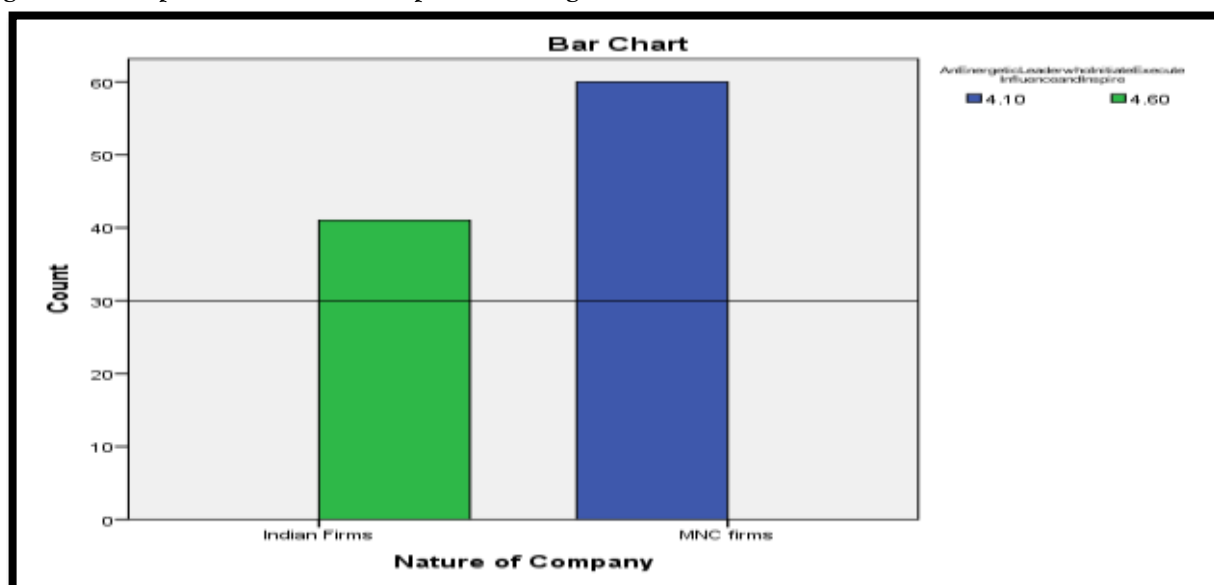
*,** and *** indicate significance at 1 percent, 5percent and 10 percent level of significance

Source: computed by Author using SPSS

In order to compare the mean competency score between MNC and Indian company, independent sample ‘t’ test is employed. It is used to compare the means of samples drawn from two-independent groups and is applicable here. It is observed from Table-19 that there are significant differences across MNC and Indian pharmaceutical firms in the competency score for competency descriptors such as an energetic leader, a great communicator, and a wonderful team player. These are key indicators describing the competency mapping of companies. In these indicators, there are clear differences between MNC firms and Indian pharmaceutical firms.

However, for the descriptors such as master thinker, lifelong learner, acting delivering and staying fast did not emerge to be significant. The values of “t” statistic do not suggest to reject the equality of mean score for these indicators between MNC and Indian firms. When T-value is greater than equal to 1.96 it is considered to be significant.

Figure-4: Perception Score for descriptor an Energetic leader in Indian firms vs MNC



Source: Computed by author

The average impression score for an enthusiastic CEO who initiates, executes, and inspires is 4.10 out of 5 in Indian enterprises, while it is 4.60 for multinational corporations. The blue colour line is for MNC which is higher than the line indicated by green for Indian firms. The scale of Y-axis is multiplied by 10 to the actual value for visibility of bar diagrams.

Table No. 4: ANOVA

An Energetic Leader who Initiates, Executes, Influence and Inspire

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.039	2	.519	10.075	.000
Within Groups	5.051	98	.052		
Total	6.089	100			

Source: Compiled by author, SPSS

It is observed from the results of One- Way Analysis of variance (ANOVA), that there is significant differences in the mean simple average score for Energetic leader across higher, mid-level and lower level managements.

Table-5: Regression Coefficients of Simple average Score of Energetic leader who initiate, influence, execute and inspire

Variables	Coefficient	t-value
Montly income	0.147*	4.294
Education	0.003	1.252
Dummy (Mid-level management)	0.158*	2.883
D_MNC	0.023***	1.823
C	3.778*	16.345
Adjusted -Rsquare	0.396	
F stat	18.437*(P value-0.000)	
n	101	

Source: Calculated by author using STATA

It is found from table -23 that Monthly income, Midlevel management dummy, MNC dummy emerged significant and positive in influencing energetic leader score. Moving from lower to midlevel management, the energetic score increases by 0.158 units. Monthly income emerged to be significant and it would positively influence the perception-based score for energetic leader. When monthly income of executives changes by one level, energetic leader score increases by 0.147 units. Income of executives is one of the factors that predict the energetic leader competencies. Another potential influence arises from Dummy MNC which is found to be positive and significant at 10 percent level of significance. Moving from Indian firm to MNC pharmaceuticals, competency score for energetic leader increases by 0.023 units. This may be due to more better competency mapping, training to employees and incentives in the MNC firms.

However, Education did not emerge to be significant in influencing the score though the coefficient is positive. This is mainly because that mostly the respondents are graduates across companies.

Other variables like Communication, master thinker, Dummy_higher level have been dropped from the model because of high multicollinearity.

As F- statistic value is high and significant at one percent level of significance, it indicates that there is overall significance of model. Besides, R- square value indicates that 39.6 percent of variations in the energetic leader competency perception score is explained by the fitted model, which is moderately well fit.

CONCLUSION:

DERIVING LESSONS FROM MNC FOR INDIAN COMPANIES.

The level of competency mapping was higher in MNC companies than that in Indian companies. Competency mapping isn't missing for other bigger and overseas players like Vestergaard Frandsen and Sumitomo Chemicals Pharmaceutical companies. Baseball Dominant customer focused leadership and so many of behavioral descriptors.

The MNCs analyze the competencies & leadership style in prospective candidates using behavioral descriptors before deciding to hire them. There are already a few international companies who are branching out. In addition to this it is noticed that in these core assessments the MNCs have never pulled back even in pandemic. Second the MNCs being studied never illegally deducted workers' wages and incentives. These are critical resources for Indian firms. Another important item seen is skill development and skill developments related activities there is constant features in case of MNC employees, the same has proved to be a case for the Indian national company.

Leveraging a business friendly & liberalised economy, several foreign companies have made large investments in the country. The Indian state had repeatedly tried to create incentive structures to reform laws and regulations for in-bound MNCs. Acknowledging the significant contributions of the MNCs to the Indian economy, India has embraced and expanded the MNCs participation within the Indian economy.

The government has, in its attempt to revive animal spirits, cut corporate taxes, relaxed Foreign Direct Investment (FDI) norms across several sectors, and reduced regulatory burden on companies. FDI is currently allowed through automatic route in most of the sectors, India is one of the most open economies of the world. Many multinational corporations had also taken their own business to this even next level, of making India as a business hub for global clients and an exports base also hence creating more job opportunities to the local, and sharing international better practises, also more importantly, help the local community through CSR initiatives. Bharat Joshi, Oritain So the conglomerates are in the ascendancy; they have a strong presence and have even made our industry a priority because when they are not in full control they become liability risks to their own customers. This provides a robust foundation for the nation that is quickly improving its systems through Aatma-Nirbhar Bharat initiative.

On the world's stage, India is beginning to look like a neutral site. Between January 2019 to Jul 2020, India received 70 billion USD from Institutional Investors. In spite of the outbreak, the country has lured more than \$20 billion in investments in the first half of the year. Our overseas policy should still be that bridge which we provide our international powers. It is heartening to watch the administration moving so aggressively in this direction.

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