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" Systemic approach to developing Core Competence of an Organization"

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Introduction

Functional

Behavioural

Core competence : A **core competency** is a specific factor that a business sees as being central to the way it, or its employees, works. It fulfills two key criteria:
- It is not easy for competitors to imitate
- It can be leveraged widely to many products and markets.

A core competency can take various forms, including technical/subject matter know-how, a reliable process and/or close relationships with customers and suppliers. It may also include product development or culture, such as employee dedication.

COMPETENCE
Just because you have the tools doesn't mean you know how to use them.

'Competence' relates to a system of minimum standards or is demonstrated by performance and outputs, so 'competences' focus on the job.

'Competency' is more precisely defined as the behaviours that employees must have, or must acquire, to input into a situation in order to achieve high levels of performance, that is a focus on the person,

There is a need to understand the core competence in much detail in the current environment cause decisions are made based on a strategy (either short term or long term to avert the current crisis, to solve a problem etc)for the organization as a whole but less importance is given to the inter-relationships of various parts of the organizations. And one of the two major aspects of the core competence is the behavioural and the functional aspects. Both of them are interrelated with other but very few studies have tried to under stand and study the inter relationship between the both. This research tries to understand the relationship between competence and competencies using systems thinking practice and taking an holistic approach to look at the circular impact of both on the core competence and to level of its impact.

Research aims
The aim of the research are:

- Develop a clear understanding of competence and competencies.

- To understand the inter-relationships of competencies and competence .

- Impact of the inter-relationship on core competence .

- How can systems practice help in understanding the inter-relationships

- Can systems thinking be used for developing a framework to develop core competence.

Relevant Literature
The literature being used include the work of :

- Stafford Bear
- Peter Checkland
- Gerald Midgley
- Micheal C Jackson
- Peter Senge
- Prahlad and Hamel.
- J Winterton
- Chris Agyris
- West C Churchman
- Russell Ackoff

goals

methods

A   B

methods

contribution

Proposed Methodology
The proposed methodology for this research is action research.

Data collection would be carried out through case study , interviews and through observation.

Expected contribution

Through this research there will be a clear understanding of competence, competencies and the impact rather the level of impact on the understanding and development of core competence. Using systems thinking, a systemic framework could be developed for developing core competence.