SUMMER INTERNSHIP PROJECT REPORT ON

"A Study on Competency Mapping for Workforce Master Supervisor at Reliance Jio Infocomm Ltd."

Submitted in Partial Fulfillment for the Award of the Degree of

Master of Management Studies (MMS)

(Under University of Mumbai)

BATCH 2022-24

SUBMITTED BY

Pranjal Santosh Asai

ROLL NO- **221007**

SPECIALIZATION- **HR**

UNDER THE GUIDANCE OF

Dr. Betty Sibil

PILLAI INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,

NEW PANVEL – 410206

CERTIFICATE FROM THE COMPANY

Internship Completion Letter

5 Jul 2023

Hello,

To Whomsoever It May Concern

This is to certify that Pranjal Asai from Pillai Institute of Management Studies & Research, New Panvel, has completed internship at Reliance Jio Infocomm Ltd from 2 May 2023 to 30 Jun 2023.

During this period, Pranjal Asai completed a project titled "Jio Learning - Content Management" under the guidance of Bhavana Kishore Baglodi.

Please Note: As the project involves highly sensitive data, all the details and the contents made towards the project needs to be kept confidential. Under no circumstances must this be shared nor distributed in any form to anyone other than the company authorized personnel or as is required by law. It is expected that Pranjal Asai complies and adheres to the company policy and its rules.

During the internship period, we found Pranjal Asai to be sincere and diligent.

We wish all the best in all future endeavours.

Yours sincerely,

For Reliance Jio Infocomm Ltd,

Authorized Signatory

Reliance Jio Infocomm Limited: CIN U72900GJ2007PLC105869
Registered Office: Office - 101, Saffron, Nr. Centre Point, Panchwati 5 Rasta, Ambawadi Ahmedabad-380006, Gujarat, India.
Tel no: 079-35600100, www.jio.com

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DECLARATION

I hereby declare that this Project Report titled- **"**A Study on Competency Mapping for Workforce Master Supervisor at Reliance Jio Infocomm Ltd" submitted by me to PILLAI INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH, NEW PANVEL – 410206 is a bonafide work undertaken by me and it is not submitted to any other University or Institution for the award of any degree diploma certificate or published any time before.

Name: Pranjal Santosh Asai

Roll no: 221007

Signature of the Student

PILLAI INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,

NEW PANVEL – 410206

CERTIFICATE

This is to certify that project titled - "A Study on Competency Mapping for Workforce Master Supervisor at Reliance Jio Infocomm Ltd" is completed by Ms. Pranjal Santosh Asai during the III Semester, in partial fulfillment of the Master's Degree in Management Studies recognized by the University of Mumbai for the academic year 2022-24 through PILLAI INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH, NEW PANVEL – 410206. This project work is original and not submitted earlier for the award of any degree/ diploma or associate of any other University/Institution.

Name of Guide:

Date:

(Signature of the Guide)

PILLAI INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,

NEW PANVEL – 410206

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Name of Guide:

Date:

(Signature of the Guide)

ACKNOWLEDGEMENT

Behind every successful effort, there lies a contribution from numerous sources irrespective of their magnitude. My report is no exception to this. And I take this opportunity to express my sincere thanks to all the helping hands.

I profoundly thank the **PILLAI INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH** for allowing me to do my internship at **Reliance Jio Infocomm Ltd.**
I would like to express my sincere gratitude to **Reliance Jio Infocomm Ltd.**, for allowing me to do this internship and gain valuable hands-on experience. It has been an enriching journey, which has allowed me to apply the knowledge and skills acquired during my academic journey.

I am thankful to the Reliance Jio Infocomm Ltd entire team, especially **Mr.Sudhir Warier**, for the guidance, support, and mentorship throughout my internship. His expertise, valuable insights, and constructive feedback have shaped my understanding of the industry and honed my professional skills.

I would like to extend my deepest appreciation to my project guide, **Dr. Betty Sibil**, for her unwavering support, insightful guidance, and continuous encouragement. Her expertise and feedback have been invaluable in shaping the direction and quality of this project.

I would like to acknowledge that this project report is reflecting the knowledge gained during the internship. This is just the beginning and this experience will help to shape my future.

EXECUTIVE SUMMARY

This project report presents a study on competency mapping for the workforce master supervisors at Reliance Jio Infocomm Ltd. The report aims to analyze the telecommunication industry using industry analysis tools, conduct a company analysis of Reliance Jio Infocomm Limited, and explore how competency mapping can improve overall role performance and productivity. The report also focuses on studying the role-specific competency model of workforce master supervisors.

The telecommunication industry is analyzed using Porter's Five Forces and PESTEL analysis to understand its structure, dynamics, and key trends. A company analysis of Reliance Jio Infocomm Limited is conducted, including SWOT analysis and financial analysis, to evaluate its strengths, weaknesses, opportunities, and threats.

Competency mapping is examined as a means to enhance role performance and productivity. The concept involves identifying and assessing essential skills, knowledge, abilities, and behaviors required for a specific role. The study specifically explores the competency model of workforce master supervisors at Reliance Jio Infocomm Ltd.

Data collection methods include surveys, interviews, and literature reviews to evaluate the effectiveness of competency mapping for master supervisors. The findings highlight the importance of competency mapping in driving operational efficiency, team effectiveness, and customer satisfaction.

This project report provides insights into the telecommunication industry, a comprehensive analysis of Reliance Jio Infocomm Limited, and demonstrates the value of competency mapping for enhancing role performance. The report concludes with recommendations for implementing an effective competency mapping framework aligned with the competency model of workforce master supervisors.

This project report offers valuable information for professionals and organizations interested in competency mapping in the telecommunication industry, particularly for workforce master supervisors at Reliance Jio Infocomm Ltd.

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CHAPTER-1
INTRODUCTION

Reliance Jio Infocomm Ltd. (RJIL), a pioneer in the Indian telecom industry, is aware of the value of developing a talented and knowledgeable workforce to realize its objective of making India a digitally empowered country. In the rapidly changing and highly competitive environment of the telecommunications sector, the significance of human resource management becomes essential in ensuring the success of an organization. Companies are increasingly recognizing the importance of identifying, developing, and nurturing key competencies among their employees to maintain a competitive edge.

This study explores the critical concept of "Competency Mapping" at Reliance Jio Infocomm Ltd. with a focus on its workforce master supervisors. These supervisors play a critical role in overseeing and managing various operational aspects, network infrastructure, and customer service, making their competencies and growth vital to the company's overall success. The primary objective of this research is to explore and analyze the competency mapping process at Reliance Jio and its impact on the growth and development of workforce master supervisors. By understanding the essential skills and behaviors required for this role, the company can design targeted training and development programs to bridge competency gaps, enhance performance, and foster a skilled and competent workforce.

This study will examine Reliance Jio Infocomm Ltd.'s competency mapping initiatives, the techniques used to determine key competencies, and how these conclusions are applied to training and development plans for workforce master supervisors. The research will also be conducted into how competency mapping would ultimately affect the organization's overall development and prosperity.

As the telecommunications industry continues to undergo dynamic changes driven by technological advancements and evolving consumer demands, the findings of this study will offer valuable insights into the effectiveness of competency mapping as a powerful tool for achieving success. By focusing on workforce master supervisors, this research aims to shed light on the crucial role of competency mapping in equipping leaders within Reliance Jio with the essential skills and capabilities to thrive in the competitive telecom landscape.

This study on competency mapping at Reliance Jio Infocomm Ltd. aims to improve understanding of human resource management in the telecom industry. Valuable insights gained can empower the organization to cultivate a skilled workforce and achieve excellence.

1.0. OBJECTIVES OF THE STUDY

1. To analyze the telecommunication industry using industry analysis tools.
2. To analyze Reliance Jio Infocomm Limited using company analysis tools.
3. To study how competency mapping can improve overall role performance and productivity.
4. To study the role-specific Competency Model for Workforce Master Supervisors.

1.1. NEED FOR THE STUDY

Studying role-specific competency mapping for workforce master supervisors in Reliance Jio Infocomm is essential for several reasons. It allows for effective performance evaluation by establishing clear expectations and evaluation criteria. This guarantees accurate and thorough evaluations that are in line with the specific duties of master supervisors. It also makes it possible for customized training and development initiatives designed to fill up skill shortages and improve job performance. In addition to providing clarity and alignment, role-specific competency mapping makes sure that workforce master supervisors are aware of their obligations within the organization. It makes succession planning easier, identifies potential leaders, and encourages chances for professional growth. Furthermore, putting the right people in the proper jobs improves operational efficiency. Competencies and work requirements are matched, which boosts output and customer satisfaction. Finally, role-specific competency mapping boosts employee engagement and retention by providing clarity, purpose, and professional development opportunities for master supervisors.

1.2. LIMITATIONS OF THE STUDY

1) The two months of internship is a short period to go through in-depth and map the competency of Master Supervisors.
2) The discussion with Workforce Master Supervisors, Workforce, and Trainers during the internship may be biased.
3) Competency mapping is a time-consuming exercise even for a small company.

1.3. RESEARCH METHODOLOGY

Data collection method

A combination of primary and secondary data will be used for this research. Primary data is collected directly from interviews and surveys with relevant stakeholders, while secondary data is obtained from existing literature, reports, and company documents.

- ➤ **Primary Data Collection**

  Discussion & Interviews: Conducted in-depth interviews with trainers, and workforce master supervisors, to understand the competency required. These interviews provided insights into the existing competency mapping framework, its challenges, and its effectiveness.

- ➤ **Secondary Data Collection**

  Document Analysis: Gathered information from company reports, annual reports, industry reports, and academic literature to understand the telecommunication industry, company performance, and existing competency models.

Research Methods

To collect the data for this project report, I have conducted qualitative research first, followed by quantitative research to gain a deeper understanding.

- ➤ **Qualitative Research**- In this report, qualitative research is done to analyze the telecommunication industry using industry analysis tools and to analyze Reliance Jio Infocomm Limited using company analysis tools.
- ➤ **Quantitative Research**- To study how competency mapping can improve overall role performance and productivity and to study the role-specific Competency Model of workforce master supervisors quantitative research is been used. This is done by calculating the averages of the top, mid, and bottom performers to conclude.

Hence, a mixed-method research approach will be adopted to gather both qualitative and quantitative data, ensuring a comprehensive understanding of the competency mapping process.

PART- A

CHAPTER-2
INDUSTRY ANALYSIS

2.0. INTRODUCTION

The telecommunications industry in India has witnessed remarkable growth and transformation over the past few decades. It plays a pivotal role in connecting people, fostering digital inclusion, and driving economic development.

India is the world's second-largest telecommunications market with a subscriber base of 1,170.38 million in December 2022 and has registered strong growth in the last decade. India's mobile economy is expanding quickly and will have a significant impact on the country's Gross Domestic Product (GDP). India eclipsed the US in 2019 to overtake it as the second-largest market for app downloads.

2.0.1. HISTORICAL CONTEXT

- The Indian telecom industry has its roots in the establishment of the Department of Telecommunications (DoT) in 1985 as the sole provider of telecommunication services.
- In the 1990s, India underwent significant liberalization and economic reforms, leading to the opening up of the telecom sector to private players and foreign investment.
- This liberalization changed the telecommunications scene in India by fostering competition, creativity, and quick technological progress.

2.0.2. MARKET SIZE AND GROWTH

- India is the world's second-largest telecommunications market, with a substantial subscriber base and consistent wireless and wired broadband subscription growth.
- By December 2022, India's tele density had increased to 84.56%, and there were 832.2 million broadband subscribers overall.
- In the first quarter of FY23, the telecom sector's gross revenue was Rs. 76,408 crore (US$ 9.3 billion).
- There will be 500 million more internet users in India as a result of increased mobile phone adoption and lower data prices, opening up new commercial options.

2.0.3. MARKET SHARE OF KEY PLAYERS

- The telecom sector in India is highly competitive, with several major players operating in the market.

- Several well-known Indian telecom companies, including Bharti Airtel, Vodafone Idea Limited (now Vi), and Reliance Jio, offer a variety of mobile, broadband, and business services.

- These operators compete on variables like network coverage, service quality, pricing, and cutting-edge services to entice and keep users.
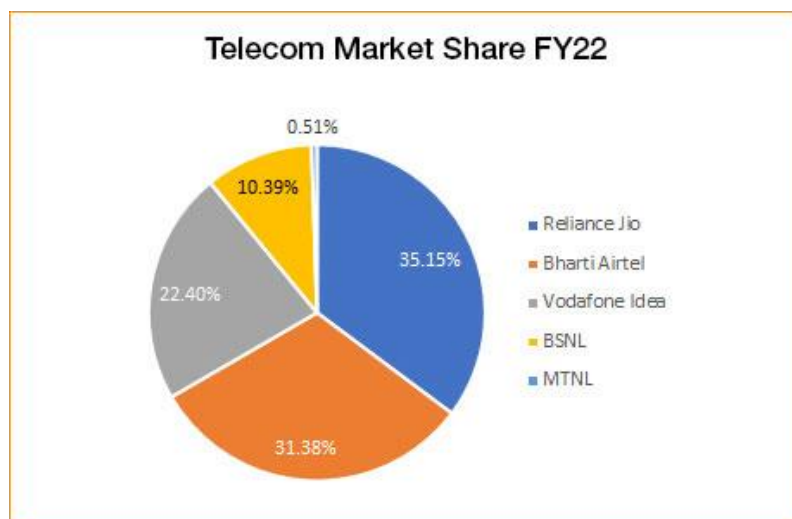

Chart. 2.0. Telecom Market Share for FY22

2.0.4. GOVERNMENT INITIATIVES

- The Department of Telecommunications has a budget of Rs. 97,579.05 crore (US$ 11.92 billion), a considerable amount of money the government grants to assist the telecom industry.

- In October 2022, Indian Prime Minister Narendra Modi introduced 5G services, ushering in the era of next-generation wireless connection.

- The Department of Telecommunications has established a sixth-generation (6G) innovation group to drive the development of future wireless technologies.

2.1. PESTLE ANALYSIS

Political Factors

1. <u>Government Regulations</u>: The government of India has established a regulatory framework for the telecom sector, including guidelines for licensing, pricing, and spectrum allotment. Government regulation changes may affect how the industry operates, competes, and makes money.

2. <u>Foreign Investment Policies</u>: The government's foreign investment regulations may have an impact on the entry of foreign businesses into the Indian telecom market and the level of competition in that market.

3<u>. National Security Issues</u>: Due to the government's focus on national security, there may be stricter rules governing the purchase of telecom network equipment, data privacy, and cyber security.

Economic Factors

1. <u>GDP Growth and Disposable Income</u>: The growth of the Indian economy and rising disposable incomes influence consumer spending on telecom services and digital products. Economic factors can impact the demand for telecom services and the ability of companies to invest in network infrastructure.

2<u>. Pricing and Affordability</u>: Economic factors including inflation, currency changes, and purchasing power have an impact on telecom rates and pricing. Pricing competition is essential to appeal to various customer segments and promote adoption.

3. <u>Investments and Funding</u>: The telecom industry's capacity to raise money and make investments have an impact on its ability to expand and build up its infrastructure.

Sociocultural Factors

1. <u>Digital inclusion and adoption</u>: Social variables, like rising levels of digital literacy, shifting consumer habits, and the uptake of smartphones, have an impact on the demand for telecom services. For the industry to grow, it is essential that it can satisfy a variety of customer demands.

2. <u>Demographic Trends</u>: The big and young population of India offers the telecom sector a sizable market opportunity. For businesses to produce niche products and services, it is crucial to understand demographic trends, preferences, and demands.

Technological Factors

1. <u>Network Infrastructure</u>: Technological advancements in network infrastructure, such as the rollout of 4G and preparations for 5G, impact the industry's competitiveness, quality of service, and coverage Changes in regulations can impact business operations, pricing strategies, and market entry.

2. <u>Digital Services and Innovation</u>: The industry's ability to offer innovative digital services, such as cloud computing, content streaming, and Internet of Things (IoT) solutions enhances competitiveness and revenue opportunities. For continued success, keeping up with technical developments and encouraging innovation are essential.

3<u>. Intellectual Property Rights</u>: Protection of intellectual property rights is crucial for telecom companies, particularly regarding technological advancements, patents, and software.

Legal Factors

1. <u>Regulatory Compliance</u>: The licensing, data protection, consumer rights, and competition rules are just a few of the legal and regulatory frameworks that telecom firms must abide by.

2. <u>Intellectual Property Protection</u>: In the telecom industry, intellectual property rights and patent protection may have an impact on innovation, technological progress, and competitiveness.

Environmental Factors

1. <u>Energy Consumption and Sustainability</u>: The operations of the telecom sector, including network infrastructure and data centers use a substantial amount of energy. Companies focusing on energy efficiency, renewable energy adoption, and reducing environmental footprint can enhance their reputation and meet environmental regulations.

1.2. PORTER'S FIVE FORCES ANALYSIS

1. The threat of new entrants

The threat of new entrants into the telecom industry in India is relatively low. This is because the industry is capital-intensive and requires a large network to be successful. However, the entry of Jio has shown that new players can enter the market and disrupt the status quo.

The threat of new entrants is likely to remain low in the coming years. This is because the incumbent players have already built-up large networks, and it would be difficult for new entrants to compete with them. However, the threat of new entrants could increase if the government.

2. Bargaining power of suppliers

The bargaining power of suppliers in the telecom industry in India is relatively low. This is because there are several suppliers of telecom equipment and services, and they are all competing for business. This means that Jio has a lot of bargaining power when negotiating with suppliers. The bargaining power of suppliers is likely to remain low in the coming years. This is because the number of suppliers is likely to remain the same, and the competition between them is likely to remain fierce.

3. Bargaining power of buyers

The bargaining power of buyers in the telecom industry in India is relatively high. This is because there are a large number of consumers who are looking for the best deals on mobile data and voice calls. This means that Jio has to be competitive in terms of pricing and offers to attract and retain customers.

The bargaining power of buyers is likely to remain high in the coming years. This is because the number of consumers is likely to continue to grow, and the competition between telecom companies is likely to remain fierce.

4. The threat of substitute products or services

The threat of substitute products or services in the telecom industry in India is relatively low. This is because there are no other products or services that can offer the same level of convenience and accessibility as mobile phones. However, there is some threat from over-the-top (OTT) services, such as WhatsApp and Skype, which offer voice and video calling services over the Internet. The threat of substitute products or services is likely to remain low in the coming years. This is because mobile phones are becoming increasingly ubiquitous, and OTT services are not yet able to offer the same level of functionality as traditional telecom services.

5. Competitive rivalry

The telecom industry in India is highly competitive, with several established players, including Airtel, Vodafone Idea, and BSNL. Jio has entered the market as a disruptive force, offering low-cost data plans and free voice calls. This has led to a price war in the industry, which has benefited consumers. However, it has also put pressure on the profitability of the incumbent players.

The competitive rivalry in the telecom industry in India is likely to remain high in the coming years. This is because the industry is still growing rapidly, and several new players are entering the market. The incumbent players are also likely to continue to compete aggressively to maintain their market share.

1.3. SUMMARY OF INDUSTRY ANALYSIS

The Indian telecom industry is one of the largest and most rapidly evolving sectors in the country. It has witnessed significant growth and transformation over the years, driven by factors such as increasing mobile penetration, rising data consumption, and the rapid expansion of digital services. To understand the external environment and competitive dynamics of the industry, a PESTEL analysis and Porter's Five Forces framework can provide valuable insights.

In terms of PESTEL analysis, political factors play a crucial role in shaping the telecom industry in India. Government policies and regulations, along with political stability, influence the industry's operations and growth. Economic factors, such as GDP growth and disposable income, impact consumer spending and investments in telecom services.

The demand for telecom services is influenced by sociological factors such as demographics, technological savvy, and social trends. Technological developments in network infrastructure, 5G technology, and digital transformation have significantly impacted the industry's offers and competitiveness. The adoption of energy-efficient practices and effective e-waste management is driven by environmental factors. The activities of telecom firms are impacted by legal considerations such as consumer rights, intellectual property protection, and regulatory compliance.

Applying Porter's Five Forces model to the Indian telecom industry, we can analyze the competitive forces within the sector. The telecom industry in India is a highly competitive market. Jio has entered the market as a disruptive force, but it faces challenges from the incumbent players and the threat of substitute products or services. The company will need to continue to innovate and offer competitive prices to succeed in the long term.

In conclusion, the Indian telecom sector operates in a dynamic and competitive environment. The industry is shaped by a variety of variables, including governmental regulations, economic situations, social trends, technological developments, environmental concerns, and legal frameworks. Companies must balance these elements with the competitive pressures posed by new competitors, suppliers, customers, replacement products, and industry competition. To succeed in the Indian telecom sector, successful businesses adapt to shifting market dynamics, make investments in technology and infrastructure, and place a strong emphasis on customer happiness.

PART-B

CHAPTER- 3
COMPANY ANALYSIS

3.0. COMPANY PROFILE

Fig.3.0. Reliance Jio logo

Reliance Jio Infocomm Limited, popularly known as Jio, is a major Indian telecommunications company and a subsidiary of Reliance Industries Limited (RIL). Founded by Mukesh Dhirubhai Ambani, Jio officially launched on September 5, 2016, and quickly became India's largest telecom operator with over 410 million subscribers. Headquartered in Navi Mumbai, Jio offers 4G and 4G+ mobile services, high-speed internet, voice calls, messaging, and value-added services nationwide. Additionally, Jio introduced JioFiber, a fiber-to-the-home (FTTH) service, that provides broadband internet and a range of digital services. Jio's disruptive pricing and technological advancements have revolutionized the Indian telecom market, increasing internet penetration and challenging competitors to adapt. Aakash Mukesh Ambani, son of Mukesh Ambani, is the Chairman of Jio, driving the company's growth and innovation in the telecommunications sector. Jio's tagline, "Jio-Jee-Bhar-Ke," embodies its commitment to providing customers with affordable and unlimited digital services to enhance their lives. With its extensive network, competitive pricing, and diverse digital offerings, Jio has revolutionized the Indian telecom industry and continues to shape the country's digital landscape.

Table 3.0. Financial & Operational Highlights of Reliance Jio Infocomm Ltd.

Reliance Jio Infocom	Revenue	Rs. 1,00,161 cr
	EBITDA Margin	47.3%
	Total Customer base (million)	410.2
	Average Revenue Per User (ARPU) (Rs/month)	167.6
	Total Data Consumption (crore GB)	2,461

3.0.1. FIVE PILLARS BASIS ON WHICH RELIANCE JIO INFOCOMM LTD. IS TRYING TO GROW

1. Network
2. Technology (Machine learning, Artificial Intelligence, Blockchain)
3. Devices (IoT, STB)
4. Operating System (Android, Sky IoS)
5. Eco-system of Application

3.0.2. VALUES AND BEHAVIORS OF RELIANCE

- Ownership Mindset
- Customer Value
- Respect
- One Team
- Integrity
- Excellence
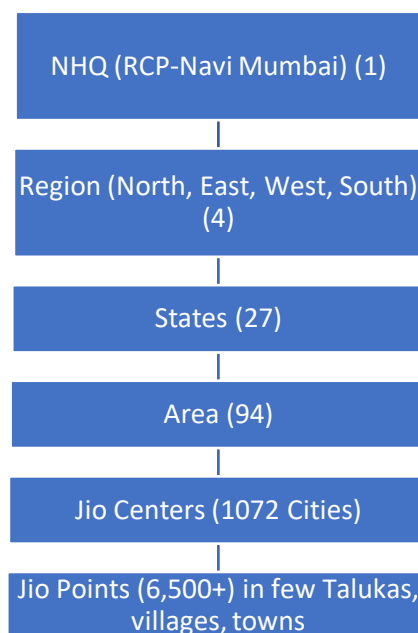- One Team

3.0.3. STRUCTURE OF RELIANCE JIO

NHQ (RCP-Navi Mumbai) (1)

Region (North, East, West, South) (4)

States (27)

Area (94)

Jio Centers (1072 Cities)

Jio Points (6,500+) in few Talukas, villages, towns

Fig. 3.1. Structure of Reliance Infocomm Ltd
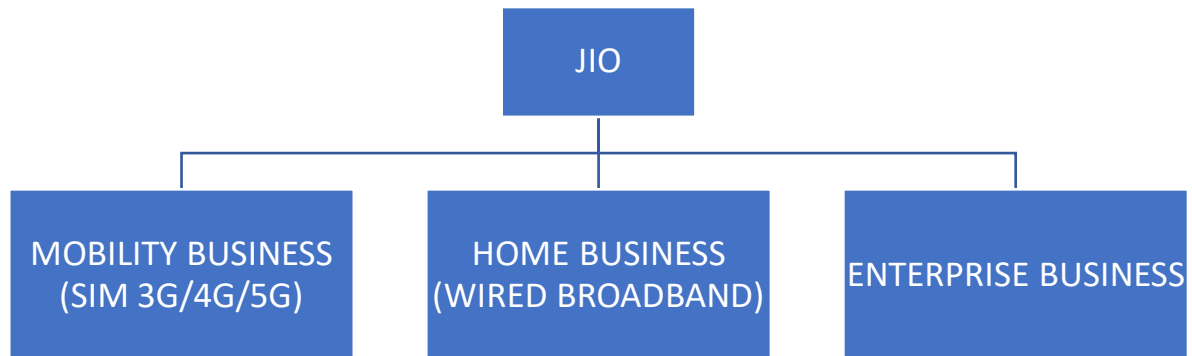
3.0.4. CORE BUSINESS OF JIO

Fig. 3.2. Core business of Reliance Jio Infocomm Ltd.

1. **Mobility Business**

   ❖ Jio's mobility business deals with SIM cards and devices, and contributes to 80% of Jio's total profit.
   ❖ Jio's SIM cards are designed for their 4G LTE network and support VoLTE technology.
   ❖ Users enjoy the benefit of free voice calls, which has revolutionized the Indian telecom market by offering unlimited calls to any network without extra charges.
   ❖ Additionally, Jio provides high-speed data services with various data benefits based on recharge plans.
   ❖ The mobility business portfolio includes SIM cards [new and Mobile Number Portability (MNP)], recharge services for voice and data, and a range of devices like Jio Phone, LYF Devices, JioFi, and Partner Brands.

2. **Home Business (Wired Broadband)**

   ❖ Jio's home business primarily revolves around JioFiber, which is Jio's Fiber-to-the-home (FTTH) broadband service.
   ❖ JioFiber aims to provide high-speed internet connectivity, along with a range of digital services, to households.

- ❖ It utilizes fiber optic technology to deliver reliable and fast broadband connections directly to customers' homes.
- ❖ JioFiber offers various plans with different internet speeds and benefits, allowing customers to choose the package that suits their requirements.
- ❖ Through JioFiber subscribers also gain access to a wide range of digital services as a part of their subscription.
- ❖ Subscribers can enjoy live TV streaming, on-demand movies and TV shows, music streaming, gaming, and other digital entertainment options through Jio's suite of apps.
- ❖ JioFiber aims to revolutionize the way people experience and utilize the internet, offering high-speed connectivity, entertainment, and convenience to enhance their digital lifestyle.

3. <u>Enterprise Business</u>

- ❖ Jio Enterprise Business is a division of Reliance Jio that caters to the unique needs of businesses and enterprises.
- ❖ Jio Enterprise Business provides a wide range of connectivity solutions tailored to the requirements of businesses.
- ❖ Jio's Enterprise division provides Internet of Things (IoT) solutions to help businesses leverage connected devices and data for operational efficiency and innovative business models.
- ❖ This includes high-speed broadband, dedicated leased lines, virtual private networks (VPNs), and IoT.
- ❖ Jio Enterprise Business offers cloud-based solutions to help businesses store, manage, and access their data and application security.
- ❖ Jio caters to various industry verticals, offering customized solutions to meet specific requirements.
- ❖ This includes sectors like healthcare, retail, manufacturing, finance, etc.
- ❖ Jio Enterprise Business provides dedicated support to address the unique needs of businesses.

3.0.5. TOP MANAGEMENT

Table 3.1. Name & designation of Top Management

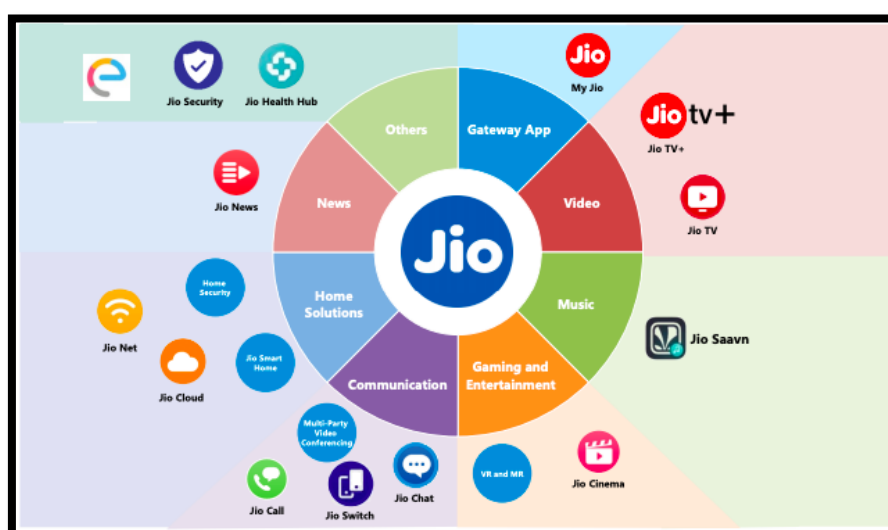| DESIGNATION	NAME
Founder	Mukesh Dhirubhai Ambani
Chairman	Akash Mukesh Ambani
Director	Manoj Modi
Managing Director Senior Management	Pankaj M. Pawar
Chief Financial Officer Senior Management	Rajneesh Jain
Director Non-Executive Board	Dipak c. Jain

3.0.6. JIO INFOCOMM LTD. PRODUCTS

Fig. 3.3 Products of Reliance Jio

1. JioPhone - A 4G VoLTE feature phone with a touchscreen display and a long-lasting battery.

2. JioPhone Next - A 4G VoLTE smartphone with a 5.45-inch HD+ display and a Qualcomm Snapdragon 215 processor.

3. JioFiber - A high-speed fiber-optic broadband service that offers speeds up to 1 Gbps.

4. JioMart - An online grocery shopping platform that delivers groceries to your doorstep.

5. JioSaavn - A music streaming service that offers a library of over 50 million songs.

6. JioTV - A live TV streaming service that offers a variety of channels, including news, sports, movies, and entertainment.

7. JioChat - A messaging app that allows you to chat with friends and family.
8. JioMoney - A digital wallet that allows you to make payments online and offline.
9. JioSecurity - A security app that protects your phone from malware and other threats.
10. JioHealthHub - A health app that provides you with access to medical information and services.

3.0.7. COMPETITORS OF JIO INFOCOMM LTD.

Jio is one of the leading telecom operators in India, and it faces competition from several other players. Some of Jio's main competitors include:

- Airtel
- Vodafone Idea
- BSNL
- Tata Teleservices

Fig.3.4. Competitors of Reliance Jio

3.0.8. MISSION AND VISION

- **Jio Mission Statement**

Reliance Jio promises to shape the future of India by providing end-to-end digital solutions for businesses, institutions, and households and seamlessly bridging the rural-urban divide.

- **Jio Vision Statement**

Reliance Jio's vision for India is that broadband and digital services will no longer be a luxury item. Rather, Reliance envisions an India where these are necessities to be consumed in abundance by consumers and small businesses alike, as much in far-flung villages as in our largest cities. The initiatives are truly aligned with the Government of India's Digital India vision for our nation.

3.1. SWOT ANALYSIS

Strength

1. **Strong Network Infrastructure**: Jio has built a robust 4G network infrastructure across India, providing extensive coverage and high-speed internet access. It has a presence in each of India's 22 telecom circles and is known for having a reliable and fast network with minimal connectivity issues.
2. **Disruptive Pricing Strategies**: Jio's disruptive pricing strategies have significantly reduced data costs and made digital services more affordable for the masses.
3. **Strong financial backing from parent company Reliance Industries**
4. **Diverse Portfolio of Digital Services**: Jio offers a wide range of digital services such as mobile network services, digital content platforms, digital payments, e-commerce, broadband services, and IoT solutions.
5. **Technological Innovation**- Jio now uses the most up-to-date 4G LTE technology, one of the best technologies for the future in the world. It is made possible via Voice over LTE, making it scalable and compatible with 5G and 6G technologies, predicted to be the future wireless communication technologies.

6. **Large and growing customer base-** Jio has a remarkable 100 million subscribers after only 170 days in business, a record that no other carrier has been able to match. Reliance Jio is now India's largest Internet Service Provider due to this.

7. **Numerous Offers** - Reliance Jio prepaid plans offer many services under one umbrella, including movies, games, shopping, chats, and messenger, among others, giving customers a wide range of possibilities.

Weakness

1. **Too many freebies** – Reliance Jio currently offers many services for free and this was one reason for the sharp increase in sales. However, the company may not be able to afford all of them in the long run which may affect the business negatively.

2. **Pricing Controversies** – Reliance Jio was criticized for having lowered its prices beyond what was ethical to penetrate the market and this stirred allegations like corruption and money laundering against them.

3. **A late arrival into the industry** - Reliance Jio entered the market late when established firms such as Airtel and Vodafone had already established themselves in customers' minds.

4. **Poor Internet connection**- Reliance Jio's data connection is often poor, and the range is limited, resulting in slower loading speeds in some areas.

5. **Dependence on Data Services**: Jio's business heavily relies on data services, and any disruptions or limitations in network quality or data availability may impact customer satisfaction.

Opportunities

1. **Future-driven technology** – Reliance Jio uses VoLTE 4G network which is scalable to accommodate 5G and 6G technologies. This offers numerous avenues to Jio or future expansion of bandwidth.

2. **Expansion to other countries** – Currently Reliance Jio is operational only in India. There is, however, a lot of scope for expansion to foreign countries at least in the neighboring regions.

3. **Apps** - Reliance Jio offers VoLTE, which offers a lot of bandwidth. As a result, they can provide customers with apps that are either free or chargeable at first, with a pay-per-use model later.

4. **Expansion into New Digital Services** - Jio can further diversify its portfolio by expanding into emerging digital services such as cloud computing, smart home solutions, and enterprise services.

5. **Rising Demand for Digital Content**- With the increasing popularity of digital content consumption, Jio has the opportunity to leverage its digital platforms and partnerships to capture a larger audience.

Threats

1. **Risk of loss of customers** – Customers prefer Jio primarily because of the low prices that they offer. At a stage when the company increases its price, there may be a loss of customers.

2. **Technological Advancements**: Rapid advancements in technology, such as the deployment of 5G by competitors, may pose challenges to Jio's market position and require continuous investment in network infrastructure.

3. **Regulatory Challenges**: Regulatory changes or policies implemented by the government may impact Jio's operations and market dynamics.

4. **Intense Competition**: The telecommunications industry in India is highly competitive, and Jio faces competition from established players who may respond with competitive pricing and innovative strategies

1.2. MCKINSEY 7-S MODEL

1. Strategy

Jio's strategy revolves around disrupting the telecommunications industry in India by providing affordable and accessible digital services. The company has been very successful in this, and it has quickly become the largest telecom operator in India. Its strategy includes building a robust 4G network infrastructure, offering competitive pricing, and diversifying its digital service portfolio. Jio aims to bridge the digital divide and empower individuals and businesses with cutting-edge connectivity.

2. Structure

Jio's organizational structure is designed to support its agile and innovative approach. The company has a decentralized structure with various business units and departments working collaboratively. It emphasizes cross-functional collaboration and rapid decision-making to enable the quick execution of its strategies.

3. Systems

To ensure smooth operations and service delivery, Jio has created effective systems and processes. This comprises billing systems, network management systems, CRM systems, and digital content delivery systems. These tools let Jio deliver digital services efficiently, manage consumer relationships, and offer seamless connectivity.

4. Shared Values

Jio's shared values are focused on technological innovation, customer centricity, and digital inclusivity. The organization's purpose is to offer accessible digital services to all societal groups, enable people and businesses, and support India's digital transformation. Jio places a high importance on quality, honesty, and an unwavering commitment to customer happiness.

5. Skills

Jio has a skilled workforce that possesses expertise in various areas, including telecommunications, technology, digital content, and customer service. The company invests in employee training and development to ensure a competent and knowledgeable workforce capable of delivering high-quality services.

6. Style

Jio's leadership style is characterized by visionary leadership and a focus on innovation and disruption. The leadership team, led by Mukesh Ambani, encourages creativity, risk-taking, and continuous improvement. Jio fosters an entrepreneurial culture that encourages employees to think outside the box and drive innovation.

7. Staff

Jio employs a diverse workforce comprising professionals from various backgrounds, including technology, engineering, marketing, and customer service. The company values diversity and inclusivity, seeking talent from different regions and demographics to cater to the diverse needs of its customer base.

1.3. BCG MATRIX

BCG matrix is a useful tool for Jio to assess its product portfolio and make strategic decisions about where to invest its resources. By understanding the position of its products in the matrix, Jio can focus its investment on the products that have the greatest potential for growth and profitability.

➤ **Stars**

- 4G services- B2C and B2B
- LYF Mobile phones

These products have both high market share and high market growth rates. They are the future growth prospects of Jio and require steady investment to ensure that they can become cash cows in the future.

➤ **Cash cows**

- JioFiber
- JioMart

These products have a high market share but a low market growth rate. They generate steady cash flow that can be invested in other areas of Jio's business.

> ➢ **Question marks**

- JioSaavn

- JioCinema

These products have a low market share but a high market growth rate. They are high-risk, high-reward products that require careful monitoring and investment to determine whether they can become stars in the future.

> ➢ **Dogs**

- JioTV

This product has a low market share and low market growth rate. It is a mature product that is not likely to generate significant revenue in the future.

Overall, the BCG matrix analysis of Jio is a positive one. The company has a strong portfolio of products, including several stars and cash cows. However, Jio will need to be careful to manage its question marks and dogs effectively to maintain its growth momentum.

1.4. ANSOFF MATRIX

1. Market Penetration

Market Penetration: Jio's initial strategy was heavily focused on market penetration. When it entered the Indian telecommunications market in 2016, it disrupted the industry by offering affordable data and voice services, which led to massive subscriber growth. The company aimed to capture a significant market share by attracting customers from its competitors and converting non-data users to data users.

2. Market Development

Market development involves entering new markets with existing products or services. As Jio established its presence and built a substantial customer base in India, it started expanding its market by targeting various customer segments and regions. This included both urban and rural areas, as well as different socio-economic groups. Additionally, Jio introduced services for businesses, including enterprise solutions and IoT (Internet of Things) applications, expanding its reach beyond individual consumers.

3. Product Development

Product development focuses on introducing new and innovative products or services to existing markets. Jio has been consistently launching new products and services to enhance its offerings and remain competitive. This includes diversification into areas such as Jio Fiber (broadband services), Jio DTH (Direct-to-Home television services), JioMart (an e-commerce platform), and JioHealthHub (healthcare services), among others. These ventures are aimed at leveraging the existing customer base and distribution channels to introduce new services.

4. Diversification

Jio's parent company, Reliance Industries Limited (RIL), has a diverse business portfolio that spans energy, retail, petrochemicals, and other industries. As a subsidiary of RIL, Jio benefited from this diversification strategy. RIL's massive retail presence through Reliance Retail provided Jio with access to physical stores and distribution networks, which the telecom company utilized to expand its customer reach for various digital products and services. Jio's expansion into digital services like JioMart and JioHealthHub strengthened its presence in retail and healthcare. This move allowed Jio to benefit from the combined strengths of various industries within the Reliance group, creating a strong customer ecosystem, and enhancing its market position.

1.5. SUMMARY OF COMPANY ANALYSIS

Reliance Jio Infocom Limited (Jio) is a leading Indian telecommunications company that has transformed the market with its disruptive strategies and innovative offerings.

The advantages of Jio are its enormous network infrastructure, innovative pricing, solid financial support, cutting-edge technology, and wide range of digital offerings. However, the business has issues like a possible reliance on data services and a small global footprint. Jio has the chance to increase its digital offerings, implement 5G, and diversify, but it also confronts dangers from intense rivalry, legal issues, and technological disruptions.

Jio's strategy involves disrupting the telecom market with affordable data plans and digital services. It has a hierarchical organizational structure, robust systems and processes, shared values of customer-centricity and innovation, a highly skilled workforce, a visionary leadership style, and a diverse staff.

Jio's product portfolio is dominated by stars and cash cows. This is a good sign, as it indicates that the company is well-positioned for future growth. However, Jio also has some question marks in its portfolio, which will require careful monitoring and investment to determine whether they can become stars.

By gaining more market share in the current telecommunications sector, Jio can work towards market penetration. It can also put a strong emphasis on product development by launching fresh services or improving current ones. Exploring new market niches or geographical areas is part of market development. Jio can expand into new products and market segments through diversification, which reduces its dependency on a single market.

These strategic frameworks offer insightful information on the internal alignment, portfolio analysis, growth plans, and strengths, weaknesses, opportunities, and threats of Reliance Jio Infocomm Limited.

PART-C

CHAPTER- 4

INTRODUCTION TO COMPETENCY MAPPING

4.0. DETAILS OF COMPETENCY MAPPING

Competency is a set of demonstrable characteristics and skills that enable, and improve the efficiency of, performance of a job. Despite similarities, competencies, and skills are not the same. Competencies, such as knowledge, ability, and collaborative abilities, are attributes one possesses naturally as opposed to learned skills. Competencies are standards against which candidates are judged during job interviews and examinations. Depending on the role a person has and the demands of the organization, a different proficiency level for each competency will be required.

4.0.1. DEFINITION OF COMPETENCY

Competencies are "motives, traits, self-concepts, attitudes or values, content knowledge, or cognitive or behavioural skills – any individual characteristic that can be measured or counted reliably and that can be shown to differentiate between superior and average performers, or between effective and ineffective performers."

- By Spencer & Spencer (1993)

4.0.2. MEANING OF SOME KEY TERMS TO UNDERSTAND THE DEFINITION:

1. **Knowledge**- This refers to the practical or theoretical understanding of the subject.
2. **Skill**- This refers to a person's ability to perform a certain task, such as managing people to ensure each resource is utilized to its fullest and all the task gets completed on time.
3. **Self-Concepts and Values**-This refers to a person's attitudes, values, and self-image. An example is self-confidence, a person's belief that he or she can be successful in a given situation.
4. **Traits**-Traits refer to physical characteristics and consistent responses to situations or information.
5. **Motives**-Motives are emotions, desires, physiological needs, or similar impulses that prompt action. Motives and Traits may be termed as initiators of what people will do on the job without close supervision.
6. **Abilities**- The power or capacity to do or act physically, mentally, legally, morally, financially, etc.

Finding employee skills in the first place is one of the largest obstacles a company could encounter in hiring; it can frequently be challenging to put into words what employees need to possess to be successful. Typically, there are three sorts of competencies
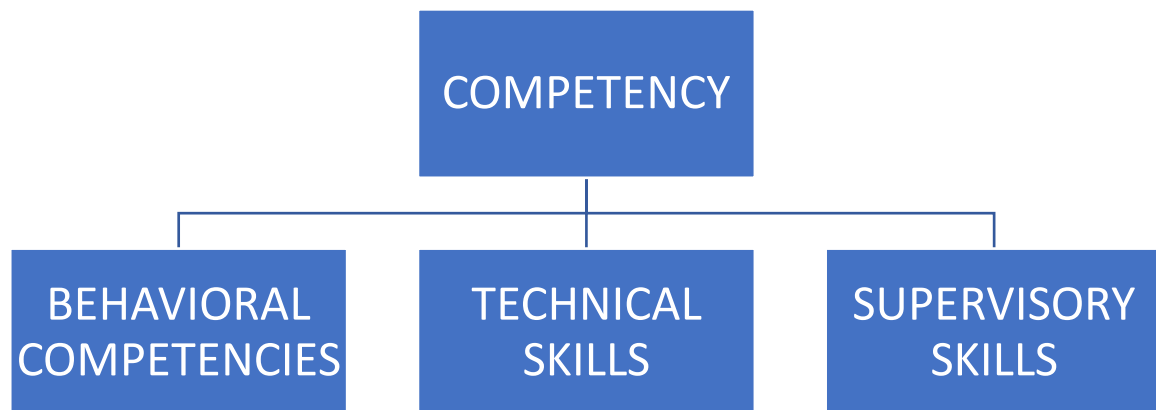

Fig. 4.0. Types of Competencies

➢ **Behavioral Competencies-** These focus on personal attributes, traits, and behaviors that contribute to effective performance in the workplace. They include qualities such as communication skills, teamwork, leadership, problem-solving, adaptability, resilience, time management, and ethical behavior.

➢ **Technical Skills**- These refer to the specific knowledge, abilities, and expertise required to perform tasks or work within a particular field, industry, or job role. These skills are often job-specific and involve a practical application of specialized knowledge and proficiency in using tools, techniques, software, and equipment relevant to the field.

➢ **Supervisory skills** – These refer to the abilities and competencies required to effectively manage and lead a team or group of individuals in a work setting. These skills are essential for individuals in supervisory or managerial roles to guide, motivate, and support their team members in achieving organizational goals.

Supervisory skills encompass a range of abilities and behaviors that enable supervisors to oversee and coordinate the work of their team, ensure productivity, resolve conflicts, provide feedback, and create a positive and conducive work environment.

4.0.2. COMPETENCY MAPPING

Competency mapping identifies an employee's key competencies, skills, and traits. Employees' performance is measured using set parameters. The analysis compares individual strengths, weaknesses, leadership qualities, innovation, emotional intelligence, decision-making skills, and interpersonal communication.

These analyses are costly, and the procedure is drawn-out and tedious. Maps speed up turnaround times and improve a company's productivity. Additionally, these studies are further divided into four subtypes: skills in motivation, social interaction, emotion, and intellect. The creation of a systematic hiring procedure also uses this analysis.

4.0.3. TYPES OF COMPETENCY MAPPING
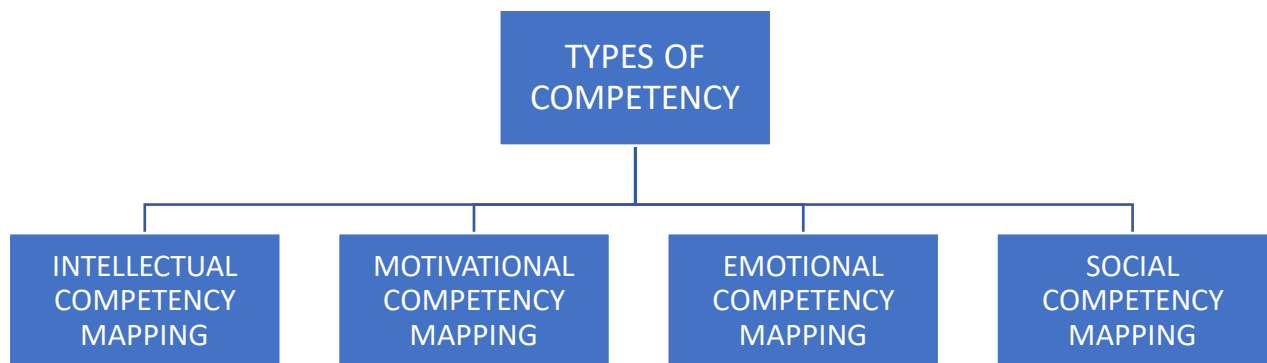
Fig 4.1. Types of Competency Mapping

1. ### Intellectual competency mapping

   Intellectual competency mapping is a process that involves identifying and assessing the intellectual abilities and skills required for success in a specific job or role within an organization.

   Elements of Intellectual Competencies

   o Communication
   o Creativity
   o Analytical Ability
   o Planning & Organizing

2. Motivational competency mapping

An approach within competence mapping that specializes in discovering and evaluating people's motivational competencies is called motivational competency mapping.

The human characteristics, attitudes, and characteristics that fuel and maintain motivation in the workplace are referred to as motivational competencies. Organizations may successfully engage and encourage their workforce by comprehending and mapping these competencies, which will boost output, job satisfaction, and overall performance.

Elements of Motivational Competencies

o Continuous Learning

o Achievements Orientation

o Time Management

o Perseverance

3. Emotional competency mapping

Emotional competency mapping is a specialized approach within competency mapping that focuses on identifying and assessing the emotional competencies of individuals in the workplace. Emotional intelligence is a significant factor in how people perceive, comprehend, and regulate their own emotions of others. Emotional competencies are the abilities, behaviours, and attributes associated with emotional intelligence.

Elements of Emotional Competencies

o Optimism

o Initiative

o Managing Stress

o Leadership

4. Social competency mapping

Social competency mapping is a specialized approach within competency mapping that focuses on identifying and assessing the social competencies of individuals in the workplace. Socially competent employees are better at collaborating, building relationships, and communicating. This can lead to successful interpersonal relationships, a healthy work atmosphere, and strong teamwork. Ultimately, social

competency mapping can help organizations create a workforce that is socially adept and excels in these areas.

Elements of Social Competency Mapping

o   Teamwork

o   Responsibility

o   Customer Satisfaction

o   Inter-personal Skills

4.0.4. NEED FOR COMPETENCY MAPPING IN THE ORGANISATION

Competency mapping is a process of identifying and defining the skills, knowledge, and abilities that are essential for success in a particular job role. It is important for organizations because it helps them to hire the best employees, develop their talent, and improve their performance.

Following are some of the needs for competency mapping:

- To hire the best employees
- To develop employee talent
- To promote growth and enhance HR functions within the organization.
- To improve organizational performance
- To ensure systematic functioning within the organization.
- To adapt to recent trends
- To establish clear expectations and a positive relationship between employees and managers.
- To provide feedback to employees

Overall, competency mapping is a valuable tool for organizations that want to improve their performance and achieve their goals.

4.0.5. STEPS IN COMPETENCY MAPPING

Competency mapping is the process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point in time. It involves breaking down a role or job into its duties or tasks and determining the competencies (technical, managerial, behavioral, conceptual knowledge, attitude, skills, etc.) required to carry out the same successfully. A competency model, which describes the core competencies and proficiency levels necessary to function well in a particular job, would result from competency mapping. Following are some of the steps of Competency Mapping:

1. **Identify the Purpose and Scope:**
   a. Clearly define the purpose and scope of the competency mapping initiative.
   b. Determine the reasons for conducting competency mapping, expected outcomes, and job roles to be included.

2. **Conduct Job Analysis:**
   a. Analyze each job role included in the mapping process.
   b. Review job descriptions, and conduct interviews, surveys, and job task observations.
   c. Understand responsibilities, tasks, and requirements for each role.

3. **Identify Core Competencies:**
   a. Determine the essential competencies required for effective performance in each job role.
   b. Reflect knowledge, skills, abilities, and behaviors aligned with the organization's strategic goals.

4. **Define Competencies:**
   a. Provide precise behavioral definitions for each identified competency.
   b. Use observable and quantifiable language to ensure clarity and understanding.

5. **Assess the Current Competencies:**
   a. Evaluate the competency levels of individuals in the identified job roles.
   b. Use methods like self-assessments, 360-degree feedback, appraisals, observation, or skill-based tests.
   c. Collect data on individual proficiency in each competency.

6. **Analyze Competency Gaps:**
   a. Compare assessed competency levels with desired competency levels.
   b. Identify gaps to understand areas needing development or training.

7. **Develop Competency Development Plans:**
   a. Create individual competency development plans based on identified gaps.
   b. Tailor plans to individual learning styles, career aspirations, and organizational needs.

8. **Implement Development Interventions:**
   a. Execute competency development plans with appropriate learning opportunities.
   b. Include training workshops, mentoring, coaching, job rotations, e-learning, or on-the-job experiences.
   - Monitor progress and provide support throughout development.

9. **Review and Update:**
   a. Regularly review and update competency models and mapping processes.
   b. Ensure alignment with changing organizational needs and business requirements.

10. **Integrating Competency Mapping into the HR Process:**
    a. Use competency mapping findings in recruitment, performance management, learning and development, and succession planning.
    b. Inform talent acquisition decisions, set performance expectations, guide training, and identify high-potential employees.

11. **Monitor and Evaluate:**
    a. Continuously monitor and evaluate the competency mapping process.
    b. Collect stakeholder feedback and track the impact of competency development initiatives on performance.
    c. Make necessary adjustments or improvements to the process.

4.0.6. ADVANTAGES OF COMPETENCY MAPPING

- **Improved employee performance:** Competency mapping can help employees identify and develop the skills and knowledge they need to be successful.
- **Increased employee engagement**: Competency mapping can help employees understand what is expected of them and have the skills and knowledge they need to succeed.
- **Better decision-making**: Competency mapping can help organizations make better decisions about hiring, promotion, and training.
- **Increased alignment with organizational goals**: Competency mapping can help organizations align their talent with their strategic goals.
- **Improved career development**: Competency mapping can help employees understand their strengths and weaknesses, and to identify development opportunities.
- **Enhanced recruitment**: Competency mapping can help organizations develop more effective job descriptions and to identify the right candidates for open positions**.**

4.0.7. DISADVANTAGES OF COMPETENCY MAPPING

- Complexity and time-consuming nature of the process.
- Potential subjectivity and bias in interpreting and evaluating competencies.
- Limited scope in capturing the full range of skills and attributes.
- Lack of flexibility to adapt to changing business needs and job requirements.
- Potential resistance to change from employees.
- Overemphasis on technical skills, potentially neglecting important behavioral competencies.

4.1. LITERATURE REVIEW

(Jaideep Kaur and Vikas Kumar, 2013)

The research paper titled "Competency Mapping: A Gap Analysis" by Jaideep Kaur and Vikas Kumar, published in the International Journal of Education and Research in January 2013, focuses on competency mapping and conducts a gap analysis to identify discrepancies between desired competencies and actual competencies possessed by individuals in an organization. It analyses the effects of competency gaps and points out the causes of these gaps, such as poor hiring practices and insufficient training programs. The authors stress the importance of focusing interventions to close skill gaps and match competency frameworks with organizational objectives. According to the results, eliminating skill gaps can improve employee performance and organizational effectiveness as a whole.

(Dr. Pradip Manjrekar and Dr. Deepti Salgaonkar, 2014)

The research paper titled "Competency Mapping: A Comparative Study of Indian and Western Organizational Practices" by Dr. Pradip Manjrekar and Dr. Deepti Salgaonkar, published in 2014 compares competency mapping practices in Indian and Western organizations.

The study looks at how culture affects implementation strategies and how they differ between the two situations. It investigates how organizational structures, HR procedures, and social values influence competency mapping practices. The study examines competency mapping approaches, frameworks, and tools and notes similarities and contrasts. It highlights how crucial it is to take cultural considerations into account when conducting competency mapping in various organizational settings. Overall, the article offers insightful information about how cultural differences and influences affect competency mapping practices in Western and Indian organizations.

(Dr. Smita Gupta and Dr. Richa Awasthy, 2014)

The research paper titled "Competency Mapping: A Study of HR Professionals in the Indian IT Industry" by Dr. Smita Gupta and Dr. Richa Awasthy, published in 2014, investigates the competency mapping practices of HR professionals in the Indian IT industry. The study investigates both opportunities and challenges related to competency mapping implementation. It covers the methods and tactics employed by HR experts to map competencies for different job jobs in the sector. The report emphasizes difficulties in competency definition and competency mapping integration into current HR processes. The advantages competence mapping offers for strategic workforce planning, talent acquisition and retention, performance management, and employee development are also covered. The advantages competence mapping offers for strategic workforce planning, talent acquisition and retention, performance management, and employee development are also covered. Overall, the study contributes to understanding the competency mapping practices in the Indian IT industry and emphasizes the importance of addressing challenges and leveraging opportunities for effective talent management and organizational success.

(Mohammad Javed Dehghan Ashkezari and Mojtaba Nik Aeen, 2012)

The research paper titled "Using Competency Models to Improve HRM" by Mohammad Javad Dehghan Ashkezari and Mojtaba Nik Aeen explores the utilization of competency models in enhancing Human Resource Management (HRM) practices. The authors talk about the idea of competence models, which entails defining and identifying the particular competencies needed for various job functions inside an organization. They illustrate the advantages of applying competency models to various HRM procedures like hiring, choosing employees, providing training, managing performance, and advancing a person's career. In improve the alignment between individual capabilities and organizational goals, the paper also discusses the difficulties associated with putting competency models into practice and recommends that businesses use competency-based HRM practices. Overall, the paper provides valuable insights for HR professionals, managers, and researchers interested in leveraging competency models to improve HRM practices.

 The research paper titled "The Development of a Role Description and Competency Map for Pharmacists in an Interprofessional Care Setting" by Helen Benson, Cherie Lucas, Shalom I. Benrimoj, and Kylie A. Williams, published in the International Journal of Clinical Pharmacy focuses on developing a role description and competency map specifically for pharmacists working in interprofessional care settings. The study emphasizes the value of interprofessional cooperation and outlines the technique used to pinpoint the critical skills that pharmacists in this environment must possess. To improve patient outcomes and teamwork, the role description and competency map serve as a framework for hiring, training, and professional development of pharmacists. Overall, the report offers insightful recommendations for enhancing the function of pharmacists in multidisciplinary care teams.

4.2. BACKGROUND CONCEPT & DATA INTERPRETATION

4.2.1 BACKGROUND CONCEPTS

The following is a small hierarchy representing the trainer, workforce master supervisor, and workforce engineers:
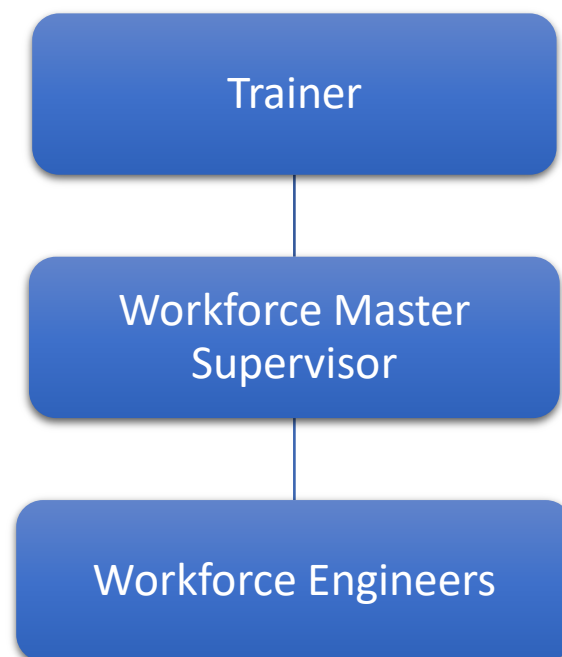
Fig. 4.2 Hierarchy

The steps followed during competency mapping for the role of Workforce Master Supervisor in Reliance Jio include:

Step-1 Identify the purpose and scope of the study

Jio's Home Connect and Care business has created a competency map for master supervisors to define and identify the essential skills needed for the position. This helps match their abilities with the particular requirements of the company. Job analysis, competency identification and definition, competency assessment, gap analysis, and focused training and development are all included in the scope. The objective is to guarantee that master supervisors have the skills needed to manage their teams and provide high-quality home connectivity and care services.

Step-2 Understanding Roles and Responsibilities of Workforce Master Supervisor

After discussing with the Workforce Master Supervisors, I gained insights into their roles and responsibilities:

- **Workforce Engineers' Roster Preparation**: Master Supervisors are in charge of creating the work schedules and rosters for the Workforce Engineers. To do this, shifts must be assigned, coverage must be appropriate, and resource distribution must be optimized based on workload and priorities.

- **Workforce Engineer Hiring**: Master Supervisors may be involved in the selection of a Workforce Engineer. They could take part in interviewing potential candidates and choosing those who best match the team.

- **Customer management (Csat, KYC)**: Master Supervisors are involved in managing Csat and making sure that Know Your Customer (KYC) rules are being followed. To maintain high levels of customer satisfaction, they may supervise how the Workforce Engineers deal with customers, keep track of customer feedback, and respond to any problems or issues.

- **Work Order Management**: Master Supervisors are responsible for managing work orders assigned to the workforce engineers. This involves prioritizing tasks, ensuring timely completion, and tracking the progress of work orders to meet service level agreements (SLAs) or project deadlines.

- **Asset Management**: Master Supervisors oversee the management and maintenance of assets related to the workforce engineers' work, such as tools, equipment, and vehicles.

They ensure proper utilization, maintenance, and accountability of assets to support efficient operations.

- **Managing Leave of workforce engineers**: Master Supervisors handle the leave management process for workforce engineers. They coordinate and approve leave requests, ensure adequate staffing during absences, and manage the scheduling of leave to minimize disruption to operations.

Step-3 Existing learning practice

Designed the DILO (Day in the Life of) for Workforce Engineers

Discussed with the Workforce Master Supervisors and workforce engineers to gain insights into their daily routines as workforce engineers. The role of a workforce engineer encompasses responsibilities such as:

- Installation
- service requests
- KYC (Know Your Customer).

They typically commence their day at 8:15 am to meet productivity targets.

A typical daily productivity goal for an engineer consists of completing 3 installations, 2 service requests, and 1 KYC task. Each installation is counted as 1 productivity, a service request is counted as 0.5 productivity, and a sale is counted as 1 productivity.

To ensure a seamless workflow, engineers are required to collect the necessary assets from the Jio Centre (JC) the day before. It is also essential for them to promptly update all completed activities on the Jio Progress Website (JPW). Adherence to safety guidelines is of utmost importance in their role.

Workforce engineers are expected to possess technical expertise and attention to detail. Their role demands the ability to identify and comprehend even the smallest nuances with limited information. These skills are vital for efficient problem-solving and troubleshooting within their responsibilities.

Step-4 Identifying competencies

Categorize the learning material for Workforce Master Supervisor and Trainer

By gaining a comprehensive understanding of the roles and responsibilities of Master Supervisors and Trainers, I proceeded to categorize the courses specifically tailored for each role. This activity provided valuable insights into the managerial, leadership, communication, conflict management, technical, and creativity skills essential for both Master Supervisors and Trainers. Recognizing the significance of these skills, it became evident which areas could be further developed to enhance their job performance.

This categorization process allowed for a deeper understanding of the competencies required for each job role. It provided valuable insights into the specific skills and knowledge that Master Supervisors and Trainers need to excel in their respective positions. By identifying and categorizing these competencies, we can better comprehend the areas in which individuals may need additional training and development.

Overall, this process enabled us to gain a comprehensive understanding of the skills and competencies necessary for optimal performance in the roles of Master Supervisors and Trainers, ensuring that their professional development aligns with their job requirements.

Step-5. Assess and Evaluate the Current Competencies (Competency Gap) & skills

Designed Question Bank for trainers

To assess the current competency level of trainers, a question bank was prepared. This question bank served as a valuable tool to evaluate the effectiveness of their training delivery and to gauge their overall competency.

The questions in the bank were carefully designed to cover various aspects of training, including instructional techniques, content development, learner engagement, assessment methods, and the application of adult learning principles.

By utilizing this question bank, we were able to measure the trainers' knowledge, skills, and abilities in their respective areas of expertise. It allowed us to ascertain how well the trainers delivered training sessions and identify areas where improvement or further development might be needed.

Through this assessment of trainers' competency level, we could gauge their effectiveness in delivering training and identify any gaps or areas of improvement. This provided valuable insights for professional development initiatives, enabling trainers to enhance their skills and knowledge to deliver more impactful and effective training sessions in the future.

Furthermore, this process aimed to improve the skills and knowledge of the trainers, enabling them to provide master supervisors with the best training possible. This, in turn, would increase the knowledge, skills, and abilities of the master supervisors and contribute to their overall professional growth.

Step-6. Create a plan for developing competencies.

Created a concise PowerPoint presentation for trainers, covering six competencies: Adult learning principles, training and delivery & learning methodologies, transfer of learning, content development, monitoring & evaluating training effectiveness, and self-efficacy. Each competency was explained with its meaning, purpose & objective, core concept, strategies for incorporation, and evaluation methods. The presentation provided trainers with a clear understanding of these competencies, empowering them to enhance their training skills effectively.

Step-7. Implement development intervention

Discussions with Workforce Engineers

After comprehensive training provided by the L&D department to the Workforce Master Supervisors, I assessed the training's effectiveness by engaging in discussions with around 100 Workforce Engineers. Through relevant questions, I evaluated their understanding and improvement in productivity. Their accurate and confident responses indicated effective training delivery, while areas needing improvement were identified. To ensure reliability, I cross-checked their performance reports, correlating comprehension with actual productivity. Combining direct interaction and performance reports, I made an informed assessment, refining the training program and ensuring clear understanding and increased productivity among the Workforce Engineers.

The conclusion of my research led me to the final competencies required for workforce master supervisors.

- Planning & Organising
- Adherence to work standards
- Performance Management
- Resource Management

SUPERVISORY

- Technical Knowledge

TECHNICAL

BEHAVIOURAL

- Communication
- Conflict Management
- Relationship Management

Fig. 4.3. Final Competency Cluster & Competencies for Workforce Master Supervisors: Research Conclusion

Following are the Behavioural indicators for each competency:

1. **Competency**- <u>Supervisory</u>
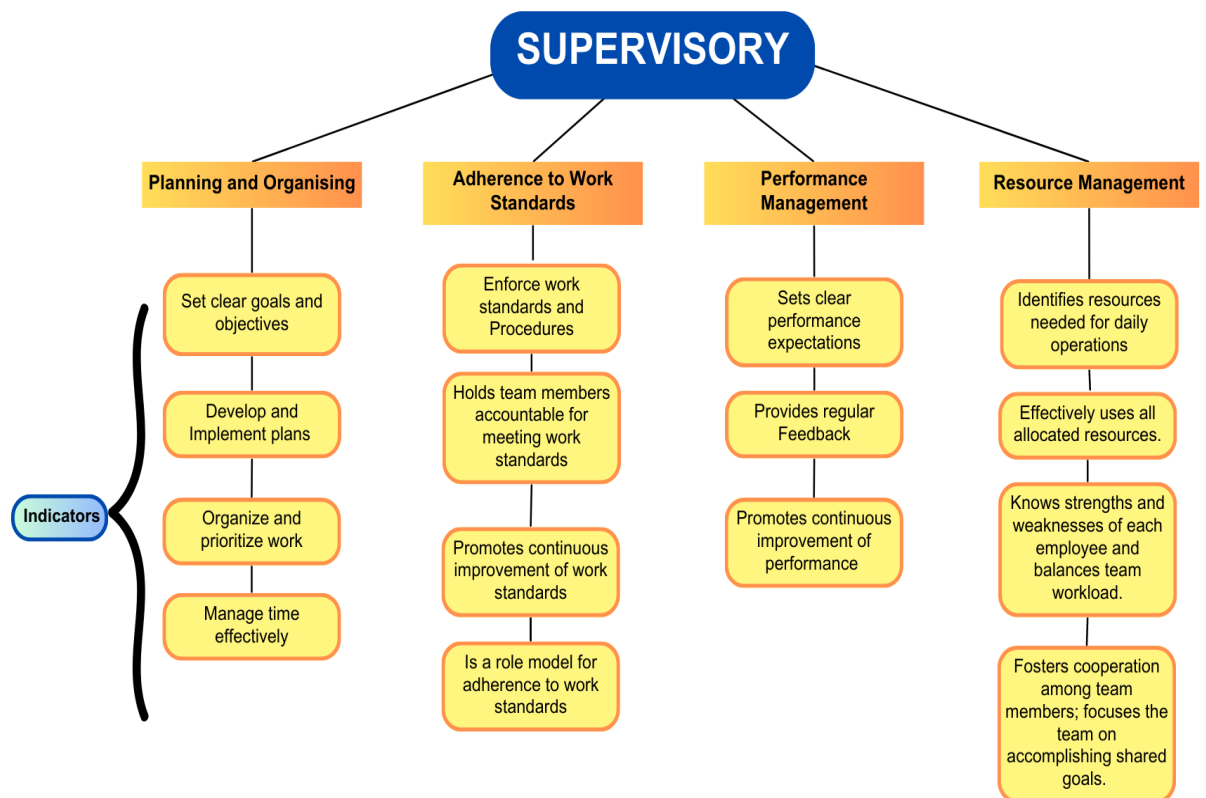
Fig. 4. 4. Supervisory competency indicators

Following are the Behavioural indicators for each competency:

2. **Competency**- <u>Technical</u>
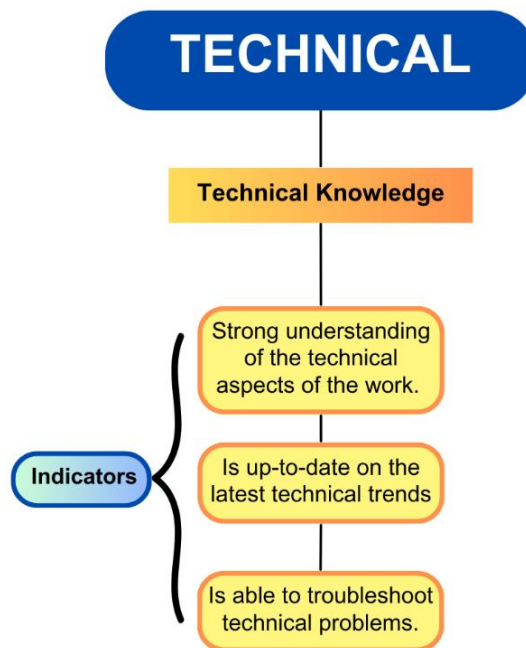
Fig. 4.5. Technical competency indicators

Following are the Behavioural indicators for each competency:

3. **Competency**-<u>Behavioural</u>
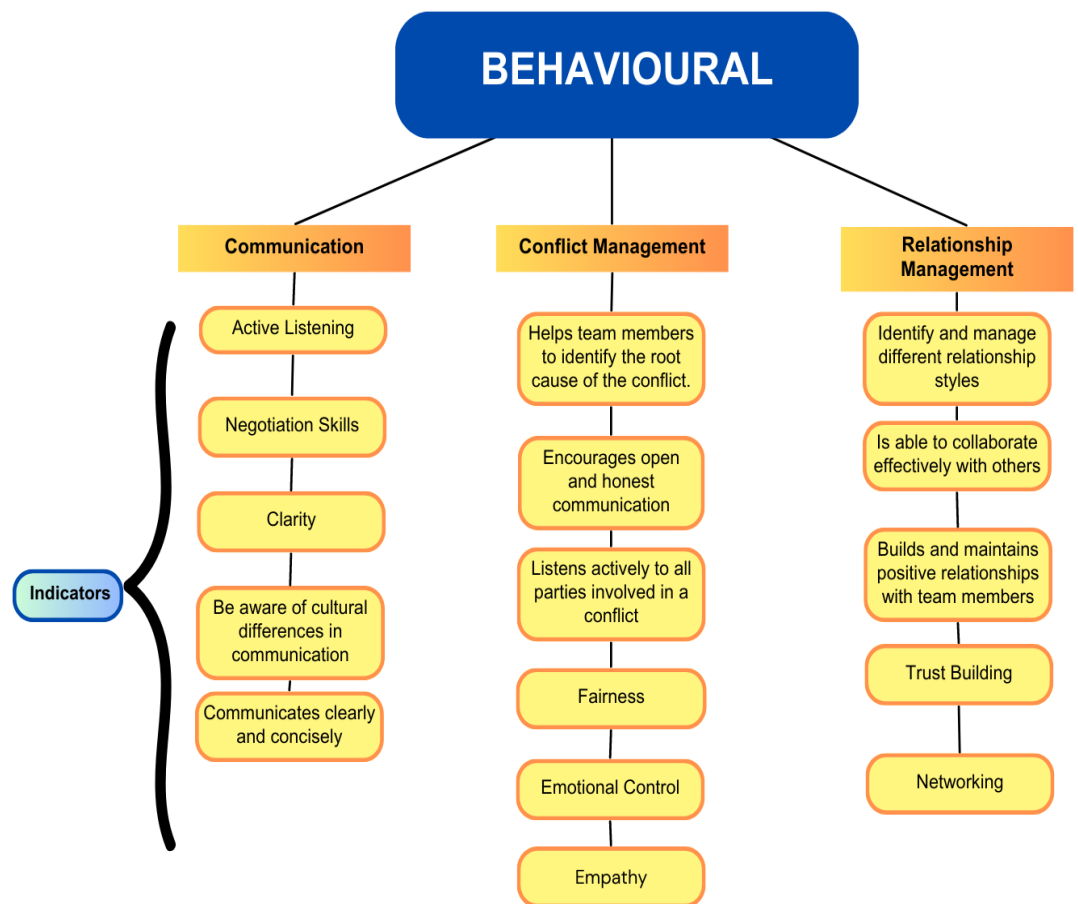
Fig. 4.6. Behavioural competency indicators

All the workforce master supervisors in PAN India working with Jio were categorized into three groups based on their performance: Top, Mid, and Bottom. Ten master supervisors were interviewed for each category. They were assessed on a scale of 1 to 5 for proficiency levels in each competency. The average proficiency score was then calculated to determine the difference between the top, mid, and bottom performers.

Table. 4.2. Rating scale for competency mapping

Rating Scale	Description	Indicator
5	Outstanding	*Exceptional Candidate*
4	Very Good	*Exceeds positional requirements*
3	Good	*Meets positional requirements*
2	Improvement	*Below expected positional standards*
1	Unsatisfactory	*Does not meet positional requirements*

4.2.2. DATA INTERPRETATION

Here are the pie charts depicting the competency gaps among the Top, Mid, and Bottom performers. These charts provide a visual representation of the variations in competencies across the three performance levels.

1. **Relationship Management**

Table. 4.3. Relationship Management by Top, mid & bottom Performers

	TOP	MID	BOTTOM
RELATIONSHIP MANAGEMENT	4.14	4	3.1
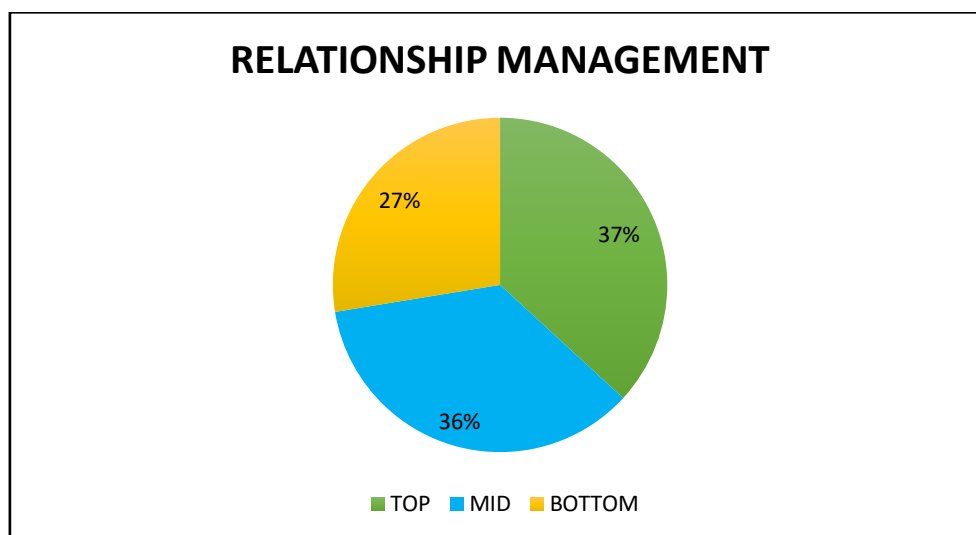
Chart. 4.0. Relationship Management by Top, mid & bottom Performers

Interpretation- Based on the scores, it is evident that the top performers have the highest competency score of 4.14 in relationship management. This indicates that they excel in building and maintaining relationships effectively. The mid-performers have a slightly lower score of 4.0, still demonstrating a strong competency in this area. On the other hand, the bottom performers have a significantly lower score of 3.1, implying that they struggle to effectively manage relationships compared to their counterparts. The difference in scores suggests a notable variation in relationship management skills among the three performance levels.

2. **Conflict Management**

Table. 4.4. Conflict Management by Top, mid & bottom Performers

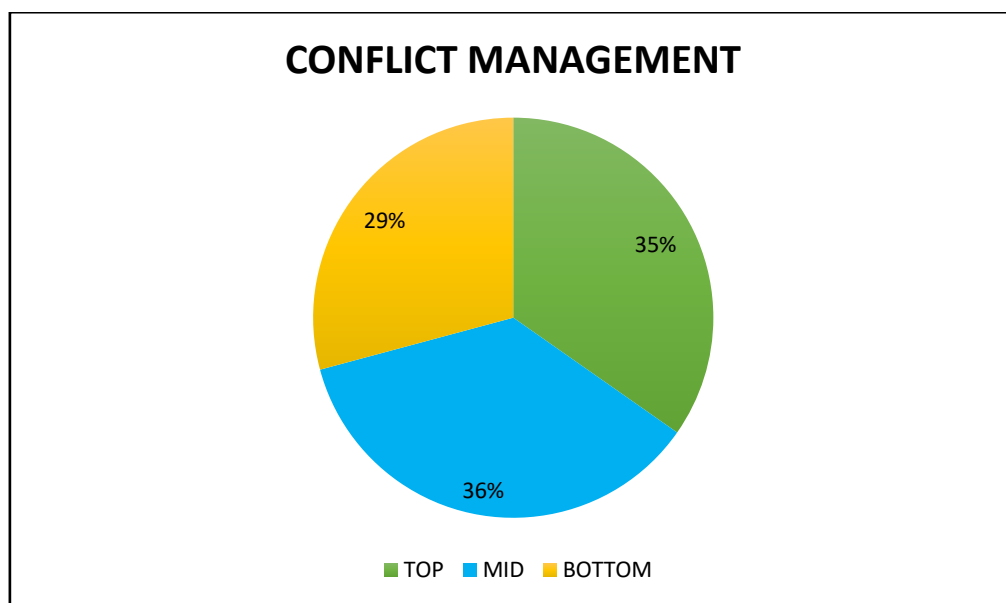|	TOP	MID	BOTTOM
CONFLICT MANAGEMENT	3.57	3.71	3

Chart. 4.1. Conflict Management by Top, mid & bottom Performers

Interpretation- The conflict management competency is rated as 3.57 for the top performers, 3.71 for the mid-level performers, and 3. for the bottom performers. This indicates that the top performers are good at managing conflict, while the bottom performers need to improve their conflict management skills.

3. Performance Management

Table. 4.5. Performance Management by Top, mid & bottom Performers

	TOP	MID	BOTTOM
PERFORMANCE MANAGEMENT	3.57	3.86	2.9
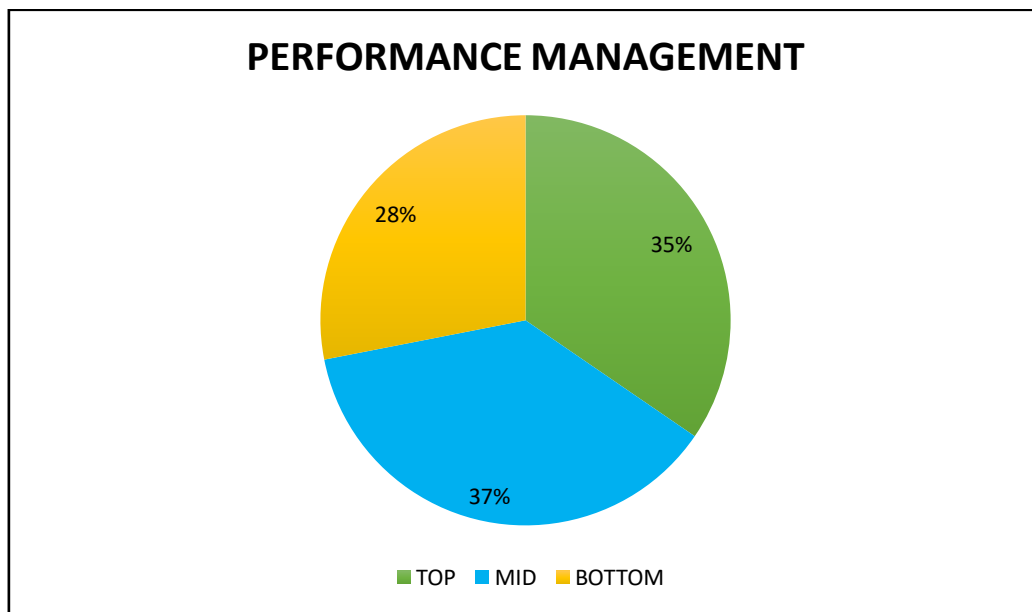
Chart. 4.2. Performance Management by Top, mid & bottom Performers

Interpretation- Based on the scores, it can be observed that the mid-performers have the highest competency score of 3.86, indicating a relatively strong performance in the area of performance management. The top performers follow closely with a score of 3.57, showing a slightly lower competency level but still performing well. On the other hand, the bottom performers have a significantly lower score of 2.9, suggesting a weaker proficiency in performance management compared to their counterparts.

4. **Resource Management**

Table. 4.6. Resource Management by Top, mid & bottom Performers

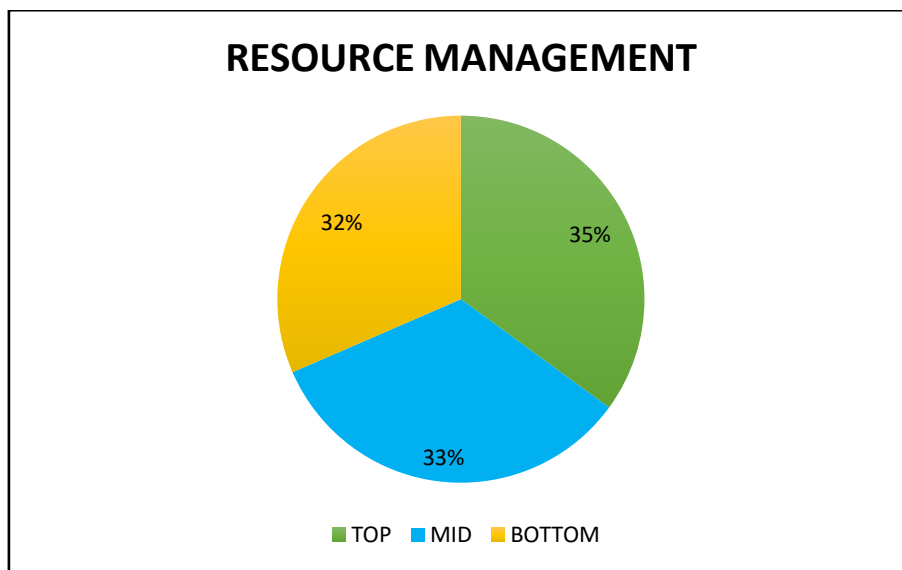|	TOP	MID	BOTTOM
RESOURCE MANAGEMENT	3.67	3.5	3.3

Chart. 4.3. Resource Management by Top, mid & bottom Performers

Interpretation- Based on the scores, it can be observed that the top performers have the highest competency score of 3.67, indicating a strong performance in resource management. The mid-performers follow closely with a score of 3.5, demonstrating a similar level of competency in this area. However, the bottom performers have a slightly lower score of 3.3, suggesting a relatively weaker proficiency in resource management compared to the top and mid-performers. While the differences in scores are relatively small, it still highlights a variation in competency levels across the performance groups.

4.3. FINDINGS

1. **Relationship Management:** Top performers scored highest (4.14), excelling in building and maintaining relationships. Mid-performers scored 4.0, indicating strong competency. The bottom performers scored 3.1, struggling in effective relationship management.

2. **Conflict Management:** Top performers scored 3.57, showing good conflict management skills. Mid-level performers scored 3.71, while bottom performers need improvement (3.0).

3. **Performance Management:** Mid-performers scored highest (3.86), followed closely by top performers (3.57). The bottom performers had a lower score of 2.9, indicating weaker proficiency in performance management.

4. **Resource Management**: Top performers scored 3.67, showing strong proficiency. Mid-performers scored 3.5, with slightly lower competency. The bottom performers had 3.3, suggesting weaker resource management skills.

4.4. CONCLUSION

1. The study on competency mapping for workforce master supervisors at Reliance Jio emphasizes the need for identifying and developing key competencies.

2. By implementing a comprehensive competency framework, targeted training programs, and mentoring initiatives, supervisors' competencies can be enhanced.

3. Regular performance reviews and feedback will help supervisors track their progress and identify areas for improvement.

4. A culture of continuous learning and development will ensure that supervisors stay updated and excel in their roles.

5. Competency mapping is crucial for the success of workforce master supervisors at Reliance Jio, contributing to the organization's overall performance.

4.5. RECOMMENDATIONS

1. Develop a comprehensive competency framework specifically for the role of workforce master supervisor at Reliance Jio.
2. Implement competency-based training programs to enhance the identified competencies.
3. Establish a mentoring and coaching program to support and guide workforce master supervisors.
4. Conduct regular performance reviews and provide timely feedback to supervisors.
5. Encourage supervisors to participate in continuous learning and development opportunities.

4.6. WORK DONE IN THE COMPANY

During my two-month internship at Reliance Jio Infocomm Ltd, I was assigned the task of developing a competency model for the position of workforce master supervisor. Creating this model proved to be a time-consuming process, and as a result, I was advised to approach it in a phased manner to ensure each task was completed and the overall objective was achieved.

In phase 1, I conducted discussions with 7-8 Workforce Master Supervisors to gain insights into their specific roles and responsibilities. Among the key responsibilities identified for the master supervisors were preparing rosters for workforce engineers, hiring telecom engineers, managing customer interactions (Csat, KYC), overseeing work order management, asset management, and handling leave management for workforce engineers.

In phase 2, I engaged in further discussions with both Workforce Master Supervisors and workforce engineers to understand their daily activities and responsibilities as workforce engineers. This included tasks such as installations, handling service requests, and performing KYC procedures (Know Your Customer). By doing so, I obtained a comprehensive understanding of the crucial aspects to be considered in designing a Day in the Life Of (DILO) for workforce engineers. This DILO is of great importance as it helps the workforce engineers adhere to timelines and efficiently complete work orders. Taking all these factors into consideration, I successfully created the DILO for workforce engineers.

In phase 3 of the project, I carefully selected relevant learning material from Coursera courses for both the Workforce Master Supervisors and trainers. By gaining a comprehensive understanding of their respective roles and responsibilities, I was able to categorize the courses based on their specific skills and knowledge requirements. The purpose behind this effort was to empower the workforce master supervisors with valuable insights and equip the trainers with additional skills, thus enabling them to enhance their knowledge and expertise. This strategic approach aimed to facilitate the professional growth and proficiency of both groups, ensuring they stay updated and skilled in their respective domains.

During phase 4, I developed a comprehensive question bank for trainers to assess their current competency levels. This valuable tool allowed us to evaluate the effectiveness of their training

delivery and overall competency. By utilizing the question bank, we could measure the trainers' knowledge, skills, and abilities in their respective areas of expertise. To further validate the training effectiveness, I conducted interviews with 90-100 trainers, asking them about their approach to conducting training programs for workforce master supervisors. The information provided by the trainers was documented and recorded in an Excel sheet for future validation purposes. This data will be instrumental in ensuring the accuracy and effectiveness of the evaluation process.

In phase 5, I created a concise PowerPoint presentation for trainers, covering six competencies: Adult learning principles, training and delivery & learning methodologies, transfer of learning, content development, monitoring & evaluating training effectiveness, and self-efficacy. The presentation explained each competency's meaning, purpose, core concept, strategies for incorporation, and evaluation methods. This empowered trainers to enhance their training skills effectively and identify areas for improvement.

In phase 6, the learning and development department trainer delivered comprehensive training to the workforce master supervisors. Subsequently, I conducted interviews with 90-100 workforce master supervisors to assess the training's effectiveness. These responses allowed me to verify the supervisors' understanding of the concepts taught and any improvement in their productivity. To ensure reliability, I cross-checked their performance reports, particularly productivity levels, against their understanding of the training concepts. A positive correlation indicated the training's impact on their productivity. By combining direct interaction and performance reports, I made an informed assessment of the training's effectiveness, identifying areas for improvement and refining the program accordingly to ensure clear comprehension and tangible productivity growth among the supervisors.

In phase 7, Workforce Master Supervisors and Workforce Engineers were classified as top, mid, and bottom performers based on their performance. To understand their work approaches, I interviewed 10 workforce master supervisors and 10 workforce engineers from various states. The interviews revealed clear differences in the approaches of top, mid, and bottom performers.

Table .4.7. Overview of Workforce Master Supervisors' Approach Differences

	TOP PERFORMER	MID PERFORMER	BOTTOM PERFORMER
Planning & organizing	The workforce master supervisor takes initiative, conducts morning team calls, ensures awareness of work orders (WOs), and plans effectively. They achieve at least 4 productivity targets and prioritize timely installations.	Inconsistent morning calls, attendance marked at 8:30 am, and reaching customers 15 minutes early. They manage 3.5-4 productivity targets.	No morning team call, attendance marked at 8:30 am, and struggle to achieve 3.5 productivity targets. The workforce master supervisor monitors activity but lacks proactive planning.
Performance Management	Daily/weekly performance checks, active response to feedback, and high-quality work delivery.	Monthly performance assessment, lack of regular feedback, affecting performance.	No set timeframe for evaluation, only concerned about completing WOs, and not interested in feedback.
Conflict Management	Address conflicts, provide win-win solutions, and consider shuffling pairs if serious.	Resolve conflicts based on the situation, but biased solutions may leave others dissatisfied.	Instruct to focus on work, and disregard personal problems.
Relationship Management	The workforce master supervisor is passionate, motivates JFEs, enhances bonds, arranges shared breaks and celebrations, understands and supports workforce engineers, and promotes career growth.	Motivational efforts as part of the job, occasional recognition certificates, and limited support when requested.	No extra efforts to motivate, rely on threats/warnings for performance, lack of support.

Upon recognizing the differences in approaches among the Master Supervisors, our objective is to create an environment that fosters top performance. To achieve this, we can implement strategies to inculcate the necessary changes and maximize the number of top performers. Continuous monitoring and evaluation will be essential to track progress and adjust as needed.

4.7. LEARNINGS

During my internship, I gained valuable insights into the significance of competency mapping. From an HR perspective, it is essential to validate employees' competencies to assess their productivity, thereby contributing to the overall growth of the organization. Identifying competency gaps is crucial, and when such gaps are identified, employees should be provided with appropriate training to enhance their skills and equip them with the necessary knowledge to excel in their roles. This approach ensures that employees are better prepared to meet the challenges of their positions and contribute effectively to the company's success.

CHAPTER-5
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5.0.   REFERENCES

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5.1.   ANNEXURE

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