

**“A STUDY ON COMPETENCY MAPPING WITH SPECIAL REFERENCE TO  
L&T MYSORE”**

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*Submitted to*

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELGAUM**

*In partial fulfillment of the requirements for the award of the degree of*

**MASTER OF BUSINESS ADMINISTRATION**



*Under the guidance of*

**INTERNAL GUIDE**

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**DEPARTMENT OF MBA**

**ALVA'S INSTITUTE OF ENGINEERING AND TECHNOLOGY**  
**SHOBHAVANA CAMPUS, MIJAR, MOODBIDRI**  
**2016-2017**



L&T Electrical & Automation

Larsen & Toubro Limited  
Electrical & Automation  
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MYS / ABS

Mar 10<sup>th</sup> 2017

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Ms. Meghana N M**(USN NO: 4AN15MBA39) student of Alva's Institute of Engineering & Technology, Moodbidri has completed internship Training on "Competency Mapping at L&T" in our organization from 2<sup>nd</sup> Jan 2017 to 10<sup>th</sup> Mar 2017.

The Internship Training was guided by **Mr. Rahul Nayak - Manager - HR & Personnel**.

During this period **Ms. Meghana N M** has shown keen interest and completed the Internship Training successfully.

We wish her success in all her endeavors.

for LARSEN & TOUBRO LIMITED

A BALASUBRAMANYAM  
DEPUTY GENERAL MANAGER  
ADMINISTRATION & PLANT ENGG

Registered Office: L&T House, N. M. Marg, Saitani Estate, Mumbai - 400 001, INDIA  
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### Certificate

This is certified that **Miss. MEGHANA N M** bearing **USN 4AL15MBA39**, is a bonafide student of Master of Business Administration course of the Institute (2015-17), affiliated to Vishvesvaraya Technological University, Belgaum.

The internship report on "**A STUDY ON COMPETENCY MAPPING WITH SPECIAL REFERENCE TO L&T MYSORE**" is prepared by her under the guidance of **Prof. Johson Fernandes**, Assistant Professor, Department of MBA in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Vishvesvaraya Technological University, Belgaum, Karnataka.

Prof. Johson Fernandes  
Project Guide

Prof. P. Ramakrishna Chadaga  
Dean - MBA

Dr. Peter Fernandes  
Principal

## DECLARATION

I, **Meghana N.M**, hereby declare that the internship entitled, **“A STUDY ON COMPETENCY MAPPING WITH SPECIAL REFERENCE TO L&T MYSORE”** is prepared by me under the guidance of Prof. Johnson Fernandes, Department of M.B.A, Alva's Institute of Engineering and Technology and external assistance by Mr. Rahul Nayak L&T at Mysore.

I also declare that this internship work is toward the partial fulfilment of the university regulation for the award of degree of Master of Administration by Visvesvaraya Technology University, Belgaum.

I have undergone a summer project for a period, I further declare that this project is based on the original study undertaken by me and has not been submitted for the award of any degree from any other University/Institution.

Place: Mijar, Moodbidri

Signature of the student

Date:

## ACKNOWLEDGEMENT

For the completion of any task in an efficient and effective way within the period of given time, the assistance and hard work of many people are complementary. There is a pleasure to acknowledge to those many people whose timely support went a long way in the completion of project report.

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MEGHANA N M

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## **EXECUTIVE SUMMARY**

The study has been undertaken at L&T which is one of the leading electrical manufacturing company in India. And also the market leader with 24% of market share. Larsen and Toubro is a conglomerate industry into products such as Construction, Heavy equipment, Electrical equipment, Power, Shipbuilding, Real Estate (Realty), financial services and electrical services.

In addition to Electronic Industry which include information about Electrical Industries in India, Top 10 Electrical Companies of India 2015, along with 5years financial history to illustrate the recent performance of the market. Discussion of the key macro and micro market influences impacting the sector are provided with thought-provoking qualitative comment on future opportunities and threats, including a SWOT & PEST analysis. This report combines the best of both, with statistically relevant quantitative data from the organization, coupled with relevant and insightful qualitative analysis.

Competency is a primary characteristic of a person, which enables him to deliver superior performance in a given job. Combining the best of both quantitative and qualitative input, this exclusive report is based on a wide range of primary sources. The pages of report illustrates competency mapping used for development of the employees. Competency mapping involves the process by which we determine the nature and scope of a specific job role, the skills required, the level of knowledge required, and the behavioral capacities required to apply those skills and knowledge in that role.