

Chapter V

Competencies Management: Applying Technologies for Strategic Management

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Abstract

Competencies in the management literature are analyzed from different perspectives. A converging point of the various approaches is the fact that competencies provide a critical context for a unified treatment of business processes and personal development. In other words, the achievement of critical business objectives is directly related to knowledge and learning management. The objective of this chapter is to analyze competencies management from a managerial perspective and to develop a set of requirements for new knowledge and learning management systems aiming to capitalize on the application of competencies management in to daily business life. The relevant discussion is initiated with the provision of several real-world scenarios that summarize the key business challenges of competencies development, management, and reuse in the education and health domains. The resulting list of requirements is used for a critical overview of limitations of current technology-enhanced learning approaches, especially in the context of real businesses. The concluding section

of this chapter discusses the new insights that competencies management through SW and TEL approaches bring to well-known business problems and reveals several streams of emerging research on the topic.

Competencies: Demystifying the Concept through Real World Scenarios

The deployment of leading-edge approaches to knowledge and learning management systems is not an easy task, not only because of the characteristics of the humans but also due to the extensive analysis of requirements that is needed.

In most cases, this analysis results in a matching of different perceptions or expectations of the different entities that interrelate and collaborate within a business system. The same statement stands for the case of competencies management.

We decided at this introductory section instead of repeating a general overview of definitions and models of competencies, to present the “down-to-earth” context. In other words, we selected some real-world scenarios aiming to depict how competencies initiate critical business decisions related both to managerial and technological matters.

Scenario 1: Competencies management for education

Maria has been a teacher for 10 years. With a bachelor in pedagogy, and a masters in management of education, she has undertaken a new role in her region. She is responsible for a new program aiming to contribute to the development of teachers in a rural area of Greece. Development in the sense of human resources management.

She has developed a list of priorities:

- *To develop an innovative training program aiming to deliver up-to-date knowledge for the 200 teachers who work in the area of her responsibility for the discipline as well as the new technologies. She never liked this term (new technologies).*
- *To promote a social network with the support of technology aiming to help teachers in sharing ideas and expertise*
- *To analyze the characteristics of the new profile of teachers in the knowledge society. This is a key objective, since Maria realizes that technology can play a substantial role in the schools, not only in the direction of constructive collaborative learning but also toward more effective management.*
- *To find a way to link the return of investment on training in lifelong teacher seminars.*
- *To be able, from a managerial perspective, to develop a career planning model for the managers of education.*

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