DECLARATION

I declare that the thesis entitled “Competency Mapping and its impact on Organization Effectiveness with special reference to Sales staff of Pharmaceutical Industry of Ahmedabad Region” submitted by me for the degree of Doctor of Philosophy is the record of research work carried out by me during the period from September 2011 to May 2016 under the supervision of Dr. Ram Kumar Balyan and this has not formed the basis for the award of any degree, diploma, associate ship, fellowship, titles in this or any other University or other institution of higher learning.

I further declare that the material obtained from other sources has been duly acknowledged in the thesis. I shall be solely responsible for any plagiarism or other irregularities, if noticed in the thesis.

Signature of the Research Scholar: ……………………… Date: …………………

Name of Research Scholar: Chaitali Riddhish Shah

Place: Ahmedabad