Originality Report Certificate

It is certified that PhD Thesis titled “Competency Mapping and its impact on Organization Effectiveness with special reference to Sales staff of Pharmaceutical Industry of Ahmedabad Region” by Chaitali Riddhish Shah has been examined by us. We undertake the following:

a. Thesis has significant new work/knowledge as compared already published or are under consideration to be published elsewhere. No sentence, equation, diagram, table, paragraph or section has been copied verbatim from previous work unless it is placed under quotation marks and duly referenced.

b. The work presented is original and own work of the author (i.e. there is no plagiarism). No ideas, processes, results or words of others have been presented as Author own work.

c. There is no fabrication of data or results which have been compiled/analysed.

d. There is no falsification by manipulating research materials, equipment or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.

e. The thesis has been checked using <Trunitin> (copy of originality report attached) and found within limits as per GTU Plagiarism Policy and instructions issued from time to time (i.e. permitted similarity index<=25%).

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

Name of Research Scholar: Chaitali Riddhish Shah

Place: Ahmedabad

Signature of Supervisor: …………………………………  Date: ………………

Name of Supervisor: Dr. Ram Kumar Balyan

Place: Ahmedabad
CHAPTER 1 INTRODUCTION

The part of introduction contained several sections. The first section is the background of the study which includes the definition of competencies, its history and growth, competencies for sales staff, the sales competency model, model of competency mapping, introduction to organization effectiveness and pharmaceutical industry. Other sections include the research purpose, research questions, significance of study and definition of terms. 1.1 BACKGROUND OF THE STUDY Effective selling of the products and services is critical to the success of organisations in the hyper turbulent environment. Today’s complex and cutthroat selling environment combined with rapid technological changes and globalization has raised a concern: what distinct the superior performers from the average or poor performers? Sales managers have always tried to understand the determinants of good sales performance. Researchers have examined many possible determinants of sales performance. HR managers, top management and top sales performers have found the answer in one word: Competencies. Competencies are a combination of observable and applied knowledge, skills, attitudes, motives and traits required to perform a specific job in an effective manner. The article in The Economic Times on Aug, 2012 suggested that Indian Pharmaceutical industry is projected to grow 18% by 2016-17. The research defines sales competencies, as well as key actions and outputs required for all sales professionals, it can benefit sales managers, sales people, sales trainers, sales coaches, sales operation team members, 1 academics and sales recruiters. Later on, the research focuses on mapping the competencies of sales staff in the pharmaceutical industry. 1.1.1 DEFINITION AND MEANING OF COMPETENCY Today, when measuring organisation’s performance, its better results more and more are referred not to material resources, but to human resources and their competencies. Thus, development of competencies has become one of the key priorities of the organisation. Realizing this fact, organisations are looking for competent professionals and thus striving to develop their current staff’s competencies. Undoubtedly, contemporary business companies need professionals with desired competencies that would enable an employee to successfully perform in ever changing business and economic environment. It should be noted that there are wide range of competency definitions in management research...