After having a study of pharmaceutical Industries in the field of competency area, I observed that both management and managers are keen to develop a competency framework in their organization but have little or no idea of what needs to be done. Though a few organizations have a competency based human resource system, most of the public and private-sector organizations are striving to implement it. I also realized that they are keen to do so but are apprehensive about the current available paradigms. Borrowing the available models might not be very effective sooner or later one’s own model has to be developed. Thus, the idea to work on this research was born. The purpose was to write a this thesis which will serve as a guide for both the management and managers striving to develop a competency framework.

The text focuses on how to develop competencies, and design competency models. It is designed to help the management and executives in an organization understand the complexities and dynamics of competency models and related decision making. It will help managers to design and implement the appropriate competency framework. It will also help management and staff to understand the application and know importance of competencies, which is primarily to develop the capacity to act, implement, and bring performance improvement in the workplace.

This research focuses on identifying the most relevant competencies that affect the perceived job performance of the managers and ascertaining the extent of the competency gap that exists in the pharmaceutical sector on those identified competencies. By developing a simple generic competency model, this study would further help fill the competency gap, so that instead of hiring from other sector the pharmaceutical industry will be self sufficient for talent requirement. This will directly impact on the profitability, hiring cost and highest executive packages of the organization.
The thesis consists of six chapters:

**Chapter One** is an "Introduction" which further divided in eight sub-parts, subpart one focuses on the Indian pharmaceutical industry, its introduction, growth, current scenario, import export, advantages of pharmaceutical industries to India, major players involve along with government initiatives and future challenges to pharmaceutical industries. Next sub-parts successively include how the pharmaceutical industries are emerge as knowledge based organization along with importance characteristics and implications of knowledge based organization, which further leads to competencies on 21st century, ways to develop and need of competency framework, theoretical framework of competencies in detail.

**Chapter Two** deals with "Review of Literature" includes the introduction in brief followed by evolution competency, changing role of managers, dynamics of job performance and Motivation for Superior Job performance explained by using McClelland’s needs theory. Further subtopics include various dimensions of competencies, how the competencies used as a predictor for job performance, pitfalls of traditional competency models.

**Chapter Third** is the "Review of literature" gives the glimes of theoretical framework, Development of hypothesis and survey instrument i.e, Questionnire required for research followed by research design which includes Sampling techniques, Data collection and analysis methods, along with scope and limitations of the study

**Chapter Fourth** gives the overview of “Socio-Economical background of pune district” under this heading Introduction of Pune district, History, Post Independence Scenario, Geography, different Religions, along with the Major Tourist Attraction is covered. The said chapter also highlights the Economy, Industries, Administration, and Transportation, Entertainments, Education and Research institutes in Pune district.
Chapter Fifth – This chapter highlights “Analysis and Interpretation of data” by doing Data screening with the help of Normality, Reliability and Multi-co linearity Tests. Second subpart includes Testing of hypothesis, multiple regression and Gap identification between the managers and non managers’ perception for the importance of Competencies. After hypothesis testing, Model Testing is carried out in said chapter with the help of Confirmatory Factor Analysis, Convergent and Discriminant validity, and Path Analysis techniques.

Chapter Sixth explains the “Findings, Conclusions and Suggestions”. On the basis of data analysis and interpretations, finding has been noted which followed by conclusions and suggestions accordingly. This topic also covered the scope for future study.

In this thesis there are four appendices, appendix A is Questionnaire for managers, B is Questionnaire for Non-mangers(employees), C section includes Bibliography and D appendix is for Webliography.

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