“Competency Mapping and its impact on Organisation Effectiveness with special reference to Sales staff in Pharmaceutical Industry”

A

SYNOPSIS

Submitted to
Gujarat Technological University
For the degree of
Doctor of Philosophy
In
Management

Research Guide:
Dr. Ramkumar Balyan
BE MBA MPM PGDBA
MA LLB PGDAM DCA

Prepared by:
Ms. Chaitali Shah
Reg. No. NET 3
Enrol No. 119997392047

Foreign Guide:

Dr. Klavdij Logozar

Submitted to
The Registrar
Gujarat Technological University
### Chandkheda, Ahmedabad

#### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Description</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Brief description on the state of the art of the research topic</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Definition of the Problem</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.1 Literature Review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2 Research Gap</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.3 Definitions of the term used</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Objective and Scope of work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.1 Objectives of the study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2 Scope of the study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3 Hypothesis of the study</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Original contribution by the thesis</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Methodology of Research, Results and Comparisons</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.1 Population of the study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.2 Sample of the study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.3 Tools to be used</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.4 Research Design</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.5 Sources of data collection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.6 Statistical techniques used</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.7 Analysis of the study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.8 Results and Comparisons</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Achievements with respect to objectives</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Conclusion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.1 Conclusion of the study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.2 Limitations of the study</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chapterisation Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Copies of papers published and a list of all publications arising from the thesis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>References</td>
<td></td>
</tr>
</tbody>
</table>
ABSTRACT

The study aims to find the impact of competencies possessed by sales staff on the organization effectiveness with reference to pharmaceutical industry of Ahmedabad region. The study also aimed at mapping competencies through identifying the gap between current level and existing level of competencies. While going through the literature, many questions draw attention of the researcher whether competencies are helpful in increasing organization effectiveness, what are the most important and required competencies for sales staff, does the existing level of competencies of sales staff match with the required level of competencies?

This research work outlines how organization effectiveness can be enhanced through competencies of sales staff in pharmaceutical industry. Factor analysis was used to identify key competencies. Regression analysis, one-way anova were used to establish impact of competencies on organization effectiveness. This study provides a methodology for measuring the impact of competencies, competency mapping on enhancing organization effectiveness.
1. BRIEF DESCRIPTION ON RESEARCH TOPIC

Successful stories of flourishing business organizations have been scripted on contributions made by competent employees. Competent employees profoundly express themselves physically, cognitively and emotionally during their role performance in the organization. Especially, in the pharmaceutical industry, sales staff act as drivers of financial and market success. Effective selling of the products and services is critical to the success of organisations in the hyper turbulent environment. Sales managers, HR managers and top management have always tried to understand the determinants of good sales performance and 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 classic author of management literature (Drucker, 1985) defined competence at individual level as an ability of an employee to offer superior performance in assigned tasks.

Indian Pharmaceutical Industry is considered as one of the fastest growing industry wherein the sales staff is seemed as the back bone of the industry. Many doctors, chemists, and other health care professionals learn about new medicines, and about ongoing research in their areas of specialization, largely through effective and personalized interaction with medical representatives. The sales staff plays a vital role in the prescription of drugs and is also a source of information to the doctors. It has necessitated for HR managers and top management to identify the set of competencies that are most significant and relevant for a job holder in sales staff for pharmaceutical industry. The research aims to identify the most relevant competencies for sales people working for pharmaceutical industry. A large number of factors come together that contribute towards performance of a sales person. Competent employees of sales staff give stellar performance by trying to stretch themselves and continuously striving to outperform and set new standard of competencies. Owing to this, competency mapping has gained momentum in business organizations across the globe.

The purpose of looking at competencies in organisations is to support firms in the challenges they are facing in an increasingly knowledge-based economy. The study explains the scenario when industries are faced with the challenges of need for higher performance, all sales people are
entrusted with the responsibilities to play multiple roles and develop competencies for the same. The study focuses on identifying competencies that may aid organisation effectiveness for sales staff in pharmaceutical industry. While roles and competencies have been studied fairly and extensively, their relationships have not been demonstrated. The performance of sales staff and therefore of the organisation depends on how well they play their varied roles and what competencies they possess.

Reviewing previous studies, it mostly examined the general environment and trends of pharmaceutical industry in India. However, it barely examined deeper information regarding roles and tasks of sales staff, their competencies and its impact on the organization effectiveness. Moreover, very few studies talk about the non-financial effectiveness of the organization in India. This study acts as an descriptive research that aims to examine four main dimensions roles and tasks, competencies required, most important competencies and their impact on organization effectiveness. It is conducted with the quantitative approach with employee survey of sales staff and their immediate supervisors employed in various pharmaceutical companies of Ahmedabad region. The respondents are selected from six pharmaceutical companies located in Ahmedabad region. The research subjects contained three different positions, sales staff, their immediate supervisors, human resource managers which preset complete and overall viewpoint regarding research purposes.

Besides, most of the pharmaceutical companies lack concept of competencies (the definition and difference of knowledge, skills and personality attributes), competency profiling, competency implementation, competency mapping and its relevance to organization effectiveness. The result of this study comprised of insightful information not only on the four main research dimensions, roles and tasks, competencies required, most important competencies and their impact on organization effectiveness but also presented the current trend and situation of the pharmaceutical industry of Ahmedabad region. The exploratory quantitative research results are applicable to both academic fields as well as business practitioners. Academically, it is a reference base for future researchers regarding the competency of sales staff in the pharmaceutical industry and also as a root of extending future studies in terms of selection criteria, roles and tasks, competencies, organization effectiveness and other relevant issues. With
reference to the business field, this study included six leading pharmaceutical companies of Ahmedabad region presenting diverse input and information that can be source of guidance for other pharmaceutical companies to enhance competency mapping practices and link it with higher organization effectiveness. The study will enable business practitioners and especially human resource managers to comprehend required competencies for sales staff of pharmaceutical industry.

2. DEFINITION OF THE PROBLEM

Sales competencies and competency mapping have drawn attention of top management, Sales managers, HR managers and researchers. It is true that several factors are related to the organization effectiveness but in the present study the researcher will try make efforts to identify relationship between competency mapping and organization effectiveness. So the problem of the study may be stated as “Competency Mapping and its impact on Organisational Effectiveness with special reference to Sales staff in Pharmaceutical Industry.”

2.1 LITERATURE REVIEW

2.1.1 Competencies

Boyatzis (1982) defined competencies as a human ability to behave in a way to meet job requirements in parameters given by the organization’s environment and thus to achieve the required results. A competency is an underlying characteristic of a person which enables him to deliver superior performance in a given job, role or situation. It is a set of related knowledge, skills and attributes that allow an individual to successfully perform a task or an activity within a specific function or job.

2.1.2 Competency Mapping

Competency mapping was brought to the forefront by David McClelland, a famous Harvard Psychologist in his article published in American Psychologist in 1973. In his article he presented data to prove that traditional achievement and intelligence scores may not be able to predict job success and what is required is to profile the exact competencies required to perform a given job effectively and measure using a variety of tests.
2.1.3 Organization Effectiveness

According to Richard et al. (2009) organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers). Azmawani Abd Rahman (2013) conducted a study to investigate whether efforts invested by Malaysian manufacturers in employee training and knowledge transfer affect organisational effectiveness. Authors found that enhancing competencies of employees helps in improving organisational effectiveness. In order to enhance organisational effectiveness, environment should be created that will encourage employee to increase their competencies. Higher employee competencies lead to higher organisational effectiveness.

2.2 Research Gap

Extensive literature review suggested that not much emphasis has been given on exhaustively identifying the antecedents and predictors of organization effectiveness. Moreover, literature reviewed so far suggested that there is a lack of sound research on competency mapping of sales staff especially in the pharmaceutical industry. Since competency mapping and organization effectiveness are pertinent issues, focused efforts need to be undertaken by the business organizations in that direction. Key competencies for effective sales performance and mapping of competencies were not rightly focused and studied. Literature review also revealed a holistic organization effectiveness model linked to competency mapping. Hence it was decided to address these gaps in the study. The study has explored and established that competencies of sales staff and the practice of mapping competencies act as drivers and play an instrumental role in increasing non-financial effectiveness of organization.

2.3 DEFINITIONS OF THE TERM USED:

In this research study, the main function proceeds around variables. To see the cause and effect is the main focus of this study and the further question “of what” gives the word variable. To see
the effect of these variables is the purpose of this study. Two types of variables have been used for this study.

For the present study, the hypothesis and its deduced consequences are well conceived; two types of variables are identified. Variables are conditions or characteristics that experimenter manipulates, control or observes. The independent variables are the conditions that experimenter manipulates in his attempt to ascertain their relationship to observe phenomenon. The dependent variables are the conditions that appear, disappear or change as experimenter introduces, removes or change independent variables.

In this present study, competencies for sales staff will be treated as independent variable and organization effectiveness will be treated as dependent variable. The study is aimed to find out the relationship between independent variable (competency) and independent variable (organization effectiveness).

**INDEPENDENT VARIABLES**

1. **Competency**: HR practitioners believe that organization effectiveness largely depend upon the competencies of sales staff in the pharmaceutical industry. Development of competencies has become one of the key priorities of the organisation. An early assessment of competencies was carried by McClelland in 1970s which explains that competencies are significant predictors of employee performance and success, equally as important as an individual’s academic aptitude and knowledge content as indicated by test scores or results. According to R. E. Boyatzis (1982; 2002), competence is an underlying characteristic of a person, motives, traits, abilities, aspects of image or social role, knowledge that a person is able to use. The clearest concept of competencies is offered by J. Pocevicius and J. Kekeyte (2008) – it is a combination of professional knowledge, abilities and skills as well as an ability to apply them following the requirements of work environment. The definitions given by all experts can be understood by following points:
   - Competencies are underlying characteristic which means it is a deep and in-built part of an individual’s personality which is demonstrated through behavior.
   - It facilitates in predicting behavior of an individual in a wide variety of situation or tasks.
It is a combination of skills, motives, knowledge, abilities and attitude which helps in achieving superior performance. Competencies are measured for a specific job.

2. Competency for Sales Staff: The image of the product and the company that a doctor forms is directly related to the degree of professionalism exhibited by sales staff. Pharmaceutical marketing is a specialized field where medical representatives form the backbone of entire marketing effort. Medical representatives try to influence prescription pattern of doctors in favor of their brands (Sahad P. V. & et. al.; 2005).

3. Competency Mapping: Competency Mapping determines the extent to which the various competencies related to a job are possessed by a job holder. Thus, competency mapping is a process used by an HR expert to identify and list out competencies that are most relevant and significant to carry out job in an effective manner. Mapping the individual competencies really gives individual a clear sense of true marketability in today’s job market since someone who knows their competencies can compare them with the ones required for a position of interest.

DEPENDENT VARIABLE

Organization Effectiveness: Organisational effectiveness is one of the main concerns of every organisation in recent years. Morgan and Paolillo defined it as ‘effectiveness is commonly referred to as the degree to which predetermined goals are achieved’. Organisational effectiveness can be understood as mutable (composed of different criteria at different life stages), comprehensive (including a multiplicity of dimensions), divergent (relating to different constituencies), trans-positive (altering relevant criteria when different level of analysis are used) and complex (having non parsimonious relationship among dimensions).

3. OBJECTIVES AND SCOPE OF THE STUDY

3.1 OBJECTIVES OF THE STUDY
• To measure the current level of competencies among the sales staff of pharmaceutical industry.
• To identify the level of organisational effectiveness of pharmaceutical industry.
• To identify the impact of competencies on the level of organisational effectiveness.
• To find out the most possessed and least possessed competencies by sales staff in pharmaceutical industry.

3.2 SCOPE OF THE STUDY

The general intent of the study is to identify sales competencies, competency mapping and its impact on organization effectiveness. The study focused on the sales staff of pharmaceutical companies located in Ahmedabad region. The study is aimed to identify significant competencies required for the sales staff in pharmaceutical industry. It also identifies the important variables of organization effectiveness affected by competencies of sales staff. Competency mapping is done by identifying the gap between required level of competencies and existing level of competencies.

3.3 HYPOTHESIS OF THE STUDY

H1: There is a significant impact of technical competencies on organisation effectiveness.
H2: There is a significant impact of personal competencies on organisation effectiveness.
H3: There is a significant impact of client orientation competencies on organisation effectiveness.
H4: There is a significant impact of time management competencies on organisation effectiveness.
H5: There is a significant impact of interpersonal competencies on organisation effectiveness.
H6: There is a significant impact of team player competencies on organisation effectiveness.
H7: There is a significant impact of commercial awareness competencies on organisation effectiveness.
H8: There is a significant impact of presentation competencies on organisation effectiveness.
H9: There is a significant difference in the level of competencies among different age groups.
H10: There is a significant difference in the level of competencies among different income groups.
H11: There is a significant difference in the level of competencies among different education groups.

4. ORIGINAL CONTRIBUTION BY THESIS

This study makes a numbers of contributions to the resolution of both theoretical and practical issues. The fundamental contribution of the study to the HR Body of Knowledge is the significance competency groups. The results of this study have confirmed the findings of some previous studies, especially the significance of technical and personal competencies. Second contribution is the comprehensive analysis. The study is comprehensive as it covers a broad spectrum of competencies (i.e., personal, technical, client orientation, and time management competency group) and also it covers both the “soft” and “hard” part of sales competencies.

This research may help HR professionals to include measures of technical, personal, time management, client orientation, team player, commercial awareness competencies along with organization effectiveness. The competency model is an empirically tested model. It is an important contribution as most competency models are generally done through qualitative studies. The original contribution of the study is that the results can be generalized to pharmaceutical sector in an Asian context. The results may be generalized to Asian countries such as China, Japan, Hong Kong, Singapore, Thailand, Taiwan and Malaysia since these countries have cultural environment similar to India. Finally, this study is a proper response to a growing need of both academics and professionals to develop competency model for a developing country like India.

5. RESEARCH METHODOLOGY

Research methodology is a way to systematically achieving objectives of the study. There are various steps involved in the process of achieving objectives:

5.1 Population of the study:
The competency mapping and organization effectiveness which will be identified through research undertaken might be applicable to pharmaceutical industries of Indian and other industries, but to make study feasible, the sales staff of pharmaceutical industry of Ahmedabad region will be included as population.

5.2 Sample of the study:
A sample as the name implies is smaller representation of a larger, where the observation of same phenomenon in competency and organization effectiveness would involve such a mass of data. In present study, the researcher will choose a sample of 350 sales staff of pharmaceutical industry situated in Ahmedabad region. Non-probability convenience method for sampling will be used in the present study.

5.3 Tools to be used:
In any research study, selection of tools plays significant role because the analysis and the result is completely based on tools. Thus, care selection of tools is necessary. In the present study, researcher will identify competency mapping and its impact on organization effectiveness with reference to sales staff in pharmaceutical industry. Thus, for this study researcher will use following tools:

1. A suitable scale/inventory of sales competencies will be used after consultation with experts. The questions were derived based on the research work of: Richard Boyatzis (1982), ASTD model for sales competencies (2008) and D. Goleman and Boyatzis (2008).
2. Organization effectiveness tool which focused on eight dimensions based on the research work of C. N. Daftur (2003).

5.4 Research Design
Type of research: Descriptive Research
Nature of research: Quantitative Research

5.5 Sources of Data Collection:
Primary data is collected during the course of experiments in experimental research whereas in case of descriptive research, primary data can be collected through direct communication with respondents through questionnaires and personal interview. The merit claimed on behalf of questionnaire method is as follows:

Research technique: Survey method
Research instrument: Questionnaire

5.6 Statistical techniques to be used:

The analysis of the data helps the researcher to reach conclusion and findings of the study. Appropriate statistical techniques will be used in the study to analyze data. However, the researcher proposes following statistical techniques for data analysis.

- Pearson Correlation
- Regression
- One-way Anova
- Factor Analysis

For this research study, above mentioned statistical techniques will be used to identify sales competencies and measure its impact on organization effectiveness.

5.7 ANALYSIS OF THE STUDY

5.7.1 Introduction:

The study dealt with respondents drawn from various pharmaceutical companies located in the Ahmedabad region. Responses from the employees of sales staff were solicited to test theoretical model based on impact of competency mapping on Organization effectiveness. This chapter tests the reliability and validity of the scales used by administering factor analysis and Cronbach Alpha Test. It is followed by the testing of hypotheses by applying correlation, regression and one way Anova. It also comprises of descriptive statistics reflecting characteristics of sample. Standard Statistical Package for Social Sciences version 13.0 software was used for analyzing data. SPSS 13.0 is useful versatile software that provides descriptive analysis for each variable.
on scale and inferential statistics for inter-factor correlations, reliability estimates amongst others.

5.7.2 Summary of Analysis

The testing of hypotheses using bivariate and multivariate techniques have been analysed in this chapter. Table 1 provides a summary of various tests used in the study for testing of hypotheses.

<table>
<thead>
<tr>
<th>Serial No.</th>
<th>Null Hypothesis</th>
<th>Test</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>There is a significant impact of technical competencies on organisation effectiveness.</td>
<td>Sig. Value:.000 Regression: .261</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>2</td>
<td>There is a significant impact of personal competencies on organisation effectiveness.</td>
<td>Sig. Value:.006 Regression: .226</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>3</td>
<td>There is a significant impact of client orientation competencies on organization effectiveness.</td>
<td>Sig. Value:.000 Regression: .346</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>4</td>
<td>There is a significant impact of time management competencies on organisation effectiveness.</td>
<td>Sig. Value:.002 Regression: .608</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>5</td>
<td>There is a significant impact of interpersonal competencies on organisation effectiveness.</td>
<td>Sig. Value:.000 Regression: .309</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>6</td>
<td>There is a significant impact of team player competencies on organisation effectiveness.</td>
<td>Sig. Value:.000 Regression: .210</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>7</td>
<td>There is a significant impact of commercial awareness competencies on organization effectiveness.</td>
<td>Sig. Value:.000 Regression: .193</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>8</td>
<td>There is a significant impact of presentation competencies on organisation effectiveness.</td>
<td>Sig. Value:.004 Regression: .034</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>9</td>
<td>There is a significant impact of competencies of sales staff on organisation effectiveness</td>
<td>Sig. Value:.000 Regression: .503</td>
<td>Null hypothesis rejected</td>
</tr>
<tr>
<td>10</td>
<td>There is a significant difference in the level of One-way</td>
<td>Null hypothesis rejected</td>
<td></td>
</tr>
</tbody>
</table>
competencies among different age groups. | ANOVA | rejected  
---|---|---  
11 | There is a significant difference in the level of competencies among different income groups. | One-way ANOVA | Null hypothesis rejected  
Sig. Value:.009 | Sig. Value:.014 |  
12 | There is a significant difference in the level of competencies among different experience groups. | One-way ANOVA | Null hypothesis rejected  
Sig. Value:.008 | Sig. Value:.008 |  
13 | There is a significant difference in the level of competencies among different education groups. | One-way ANOVA | Null hypothesis rejected  
Sig. Value:.047 | Sig. Value:.008 |  

### 5.8 RESULTS AND COMPARISONS

This chapter unfolds findings of the research. It offers possible explanations, connections to past studies and discusses findings of the present study. Sales competencies and impact of competencies on organization effectiveness has been operationalized through this study. Differences in the level of competencies based on demographic variables such as age, gender, experience and education has been studied.

The theoretical framework has suggested a relationship between competency mapping and organization effectiveness. Employees who possess higher competencies tend to affect organization effectiveness in positive manner. Thus, more competent employee will lead to higher organization effectiveness. Therefore, while focusing on organization effectiveness, organizations should also focus on building and strengthening most relevant competencies of sales staff. HR managers and sales managers should also exert efforts to eliminate the gap between current level of competencies and desired level of competencies in the process of competency mapping. Pharmaceutical industry should ascertain competency level for their sales staff in order to identify gaps and take pertinent measures to bridge gaps.

The research revealed that technical, personal, client orientation, time management, interpersonal, team player, commercial awareness and presentation are most relevant and key
competencies for sales staff in pharmaceutical industry. The study revealed that key factors of organization effectiveness are motivation, organization commitment, organization attachment, organizational innovation, consensus, and job involvement. There are differences in the level of competencies among various age groups of employees. The study identified that level of competencies differ among different income groups. It was established that there are differences in the level of competencies across various experience groups.

### 6. ACHIEVEMENT WITH RESPECT TO OBJECTIVES

The primary objectives of the study were to identify key competencies for the sales staff and measure its impact on organization effectiveness. Key competencies were identified through factor analysis and competency mapping was done with help of weighted average method. The impact of various competencies on variables of organization effectiveness was measured through regression analysis. Thus, objectives of the study was achieved with help of various statistical tools.

### 7 CONCLUSION AND LIMITATIONS OF THE STUDY

#### 7.1 CONCLUSION

The research focuses on specific competencies required for sales staff to deliver their role and enhance organisation effectiveness. It identifies eight competencies and specific behaviors in each group. Possession of technical competencies, personal competencies, client orientation competencies, time management competencies, innovation, team player competencies, commercial awareness competencies and presentation competencies leads to enhanced organization effectiveness. In addition, six major determinants of organisation effectiveness are: Motivation, Organisational Commitment, Organisational attachment, Organisational innovation, Consensus, and Job involvement.

The competency gaps are observed between the required competence level and existing competence level. It can be concluded that sales staff do not possess these competencies in the required degree to perform their jobs effectively. It can be concluded that the competencies have a positive impact on the organization effectiveness. A large number of the participants are found
to be fairly competent to perform their jobs, as the gap between the required competency level and expected competency level is not very large in any of the competency groups. From the aforementioned perspectives, it can thus be concluded that the study has met the objective of the research which was to measure the competence levels of sales staff and its impact on organization effectiveness.

7.2 LIMITATIONS OF THE STUDY

While reviewing literature regarding competencies and organization effectiveness, it was found that effectiveness of organization can be evaluated in two ways: financial and non-financial. The research will aim at measuring non-financial effectiveness only. Moreover, there are several factors which influence organization effectiveness. The research will be focused only on sales competencies and competency mapping. The research will be confined to sales staff of pharmaceutical industries of Ahmedabad region only.

CHAPTERISATION PLAN

The following chapters will likely to form the body of thesis:

1. Introduction to topic
2. Literature review
3. Conceptual framework
4. Research Methodology
5. Data analysis and interpretation
6. Findings of the study
7. Conclusion and suggestions
8. Limitations and future scope of research

References
Wiley.


