

Name of the Scholar : Aliya Sultana
Name of the Supervisor : Prof. Abdul Aziz Ansari
Department : Commerce and Business Studies
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ABSTRACT

This is competency era. Many organizations in India and abroad are channelizing their efforts to map competencies and implementing assessment and development centers specially designed to meet the requirements of developing economies like ours. Indian industries, particularly the Pharmaceutical industry, among other segments of the industry, are aggressively competing the MNC's through acquisitions and mergers, restructuring operations, technical and financial collaborations, undertaking contract research, clinical research, evolving business and marketing strategies / models to compete globally and making efforts to achieve new goals in terms of technology innovation, R &D, patents, for penetrating foreign markets. In the process, human resources have to be identified within and outside the organization to achieve success and excellence in meeting the business objectives and vision of the management in order to maintain competitive edge over their peers in India and abroad.

The need for competency management is being greatly felt in pharmaceutical industry among other segments of industry in view of the dominating and competitive influence of the MNC's from US, Europe and UK in marketing the pharmaceutical products in a country like India which offers a huge market. In this era of competition, growing concern and importance attached to competency-based management for performance excellence, particularly in pharmaceutical industry, was identified by this researcher and hence the study was taken up.

Findings of the Study

- Twenty five competencies were compiled from literature considered appropriate for pharmaceutical industry's marketing team. Responses received from the marketing managers and executives of both Indian and Foreign multinational were analyzed and the top 15 competencies for each company were identified separately for managers and executives.
- The fifteen competencies were identified. A fair degree of compatibility between the response rating assigned and the competencies identified based on the compiled weighted score, has been observed. In the level of managers of the foreign multinational, the responsibilities assigned are related to their competencies. This would help the employer to focus on these competencies at the recruitment stage and at appraisal stage for

retaining their services and while ascertaining compensation and reward. It also helps in laying out the further course of development for the employees.

- For the executives of the foreign multinational, the fifteen competencies are essential for the employer to achieve the goals set by its strategic approach and edge-over competition. While the field staff has expressed their views giving importance to the above competencies, the management thus provides feedback necessary for planning to establish competency based human resources system and also provides important information for recruitment, selection, appraisal, pay, compensation/reward, retention and promotion of the employees.
- For the managers of the Indian multinational, according to the importance expressed in terms of the weighted score, the fifteen competencies were identified. When the prime focus of the manager is on 'Achievement Orientation', 'Drive for results', 'Talent Management', and 'Teamwork', the other attributes stand implicit, for the simple reason that the goals assigned to this group cannot be achieved without having the competency of Initiative, Decision Making and Building trust in the team, in the process of performance management. What is sensible in the organization is the mission and vision of the company that sets out what is to be achieved by the group while maintaining the team spirit motivating for achieving new heights of performance in the years to come.
- For the executives of the Indian company, the fifteen competencies are identified. Interestingly, the executives working in the field, have greater laid emphasis on 'Customer & Customer Service', 'Building Trust & Integrity', 'Team Work', 'Drive for Results', 'Consistency', 'Self Confidence/ Courage of Conviction', 'Interpersonal Communication', 'Technical Expertise', 'Communication Skills' and 'Performance Facilitation' in the order of top ten competencies. Weighing these competencies over others seems logical and meaningful for marketing personnel, who are in direct touch with the customer in day to day interaction and dealings.
- In comparative analysis of the identified competencies of managers of both the companies, it was found that there is an element of compatibility of approach or view point in identifying competencies required, to the extent as high as 80% and difference of opinion is limited to 20%. However, the order of preference of the competencies identified, in terms of importance, signifies perceptual variability of managers working in two different functional environments.
- In comparative analysis of the competencies identified for the executives of both the companies, variation or difference of view in performance of a job in the same stream is significantly low. There is nearly 75% compatibility in indicating their preference of competencies between the executives of the two companies.
- It is worth to note that the foreign MNC has long term approach to market excellence, while Indian companies look for achievement in short term. Thus the foreign company believes in establishing its presence and accordingly directing its energies and resources working on a long term perspective in realizing its dream and vision.
- Regarding behavioural aspects, with respect to the managers of the foreign MNC, A few of the managers have differed and endorsed 'occasional/ sometimes', to the aforesaid questions. These questions are also important with the potential link to 'learning', 'attention to detail', 'risk taking', 'innovativeness' and 'adaptability'. Hence the

manager's behavior observed in their response, confirms a fair correlation with the competencies identified based on the field survey carried out.

- For executives also, there is complete or near complete convergence of views in many of the behavioral expressions revealed in the answers to the behavioral question statements, more than 50% are positive. Thus the study of the behavioral indicators revealed in the responses of the executives suggests a great harmony of thought and action, in consonance with the competencies being looked for in the expected outcome.
- In case of managers of the Indian company, the responses demonstrating their behavior and attention are fairly related to the top 15 competencies arrived at from the weighted score. However risk taking ability is also important for management.
- In case of executives, the executives have aptly chosen their preference to customer service, building relationship and trust with the customers, communication skills ,teamwork, drive for results and achievement orientation.

Thus it emerges that competency based human resource system is imperative for an organization to sustain and achieve success in the long run as it is evident from the study of the foreign multinational. It also highlights that emphasis should be laid on individual as well as organization development with proper alignment with strategic goals. Hence, the Indian company should focus on developing the competencies for professional excellence with a long term perspective.