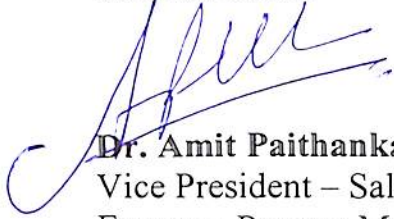


February 15, 2010

THESIS COMPLETION CERTIFICATE

This is to certify that the thesis on 'A Comparative Study of Location Attractiveness of BRIC Nations for O&G Engineering Services Outsourcing (O&G ESO) and Strategic Growth Options for India's O&G ESO Industry' by A.S. Prasad submitted to the University of Petroleum and Energy Studies, Dehradun, India in Partial completion of the requirements for the award of the Degree of Doctor of Philosophy (Management) is an original work carried out by him under our joint supervision and guidance. It is certified that the work has not been submitted anywhere else for the award of any other diploma or degree of this or any other University.

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