

## CERTIFICATE

This is to certify that the thesis entitled "**ORGANISATIONAL TURNAROUND BASED ON MANAGEMENT BY INDIAN ETHOS**" submitted by Mr. J.L. Raina to University of Petroleum and Energy Studies for the award of the degree of Doctor of Philosophy is a bona fide record of the research work carried out by him under our supervision and guidance. The content of the thesis, in full or parts have not been submitted to any other institute or university for the award of any degree or diploma.

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