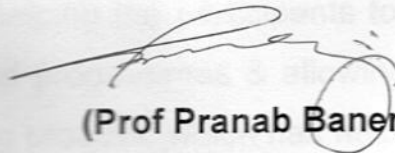


CERTIFICATE

I have the pleasure to certify that **Shri Sanjay Varma, Roll No. 3738, 37th Advanced Professional Programme in Public Administration** has pursued his research work and prepared the present dissertation entitled "**Analysis of Performance of Public Sector in India for better Financial Management**" under my guidance and supervision. The dissertation is the result of his own research and to the best of my knowledge, no part of it has earlier comprised any other monograph, dissertation or book. This is being submitted to the Punjab University, Chandigarh for the degree of Master of Philosophy in Social Sciences in partial fulfilment of the requirement for the Advanced Professional Programme in Public Administration (APPPA) of Indian Institute of Public Administration (IIPA), New Delhi.

I recommend that the dissertation of Shri Sanjay Varma is worthy of consideration for the award of M Phil degree of Punjab University, Chandigarh.



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