

CERTIFICATE

I have the pleasure to certify that **Capt (IN) Anil Marya** has pursued his research work and prepared the present dissertation titled "**Post Retirement Employability of Armed Forces Personnel in Government Organisations and Private Sector as Second Career Option**" 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 Panjab 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 **Capt (IN) Anil Marya** is worthy of consideration for the award of **M Phil degree of Panjab University, Chandigarh.**



(Professor Dolly Arora)

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