

CERTIFICATE

ACKNOWLEDGEMENT

I have the pleasure to certify that **Ms. Smita Kumar** has pursued her research work and prepared the present dissertation entitled "**A Critical Study of the Process of Appointment in Central Civil Services**" under my guidance and supervision. The dissertation is the result of her 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 **Ms. Smita Kumar** is worthy of consideration for the award of M.Phil degree of Panjab University, Chandigarh.



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