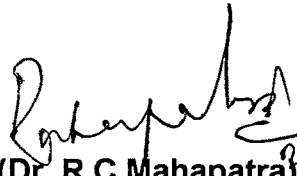


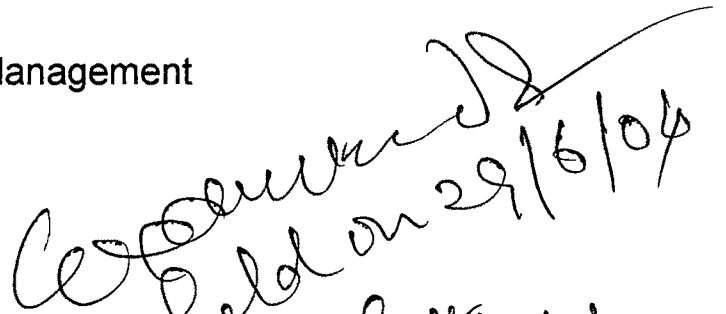
## CERTIFICATE

This is to certify that the thesis entitled "A Study of Relationship between Industrial Relations Environment and Work Culture in Organisations" being submitted by Ms. Mamata Rani Panda for the award of Ph.D. Degree in PMIR from Utkal University embodies the result of bonafide research work carried out by her under my guidance and supervision. The thesis has reached the standard, fulfilling the requirements of the regulation relating to the degree and it has not been submitted to any other University or Institution for the award of any Degree or Diploma.

  
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