

**DESIGNING A PERFORMANCE MEASUREMENT SYSTEM  
INCORPORATING FLEXIBILITY FRAMEWORK  
FOR STRATEGIC DECISION MAKING IN  
UPSTREAM OIL INDUSTRY IN INDIA**

**Thesis**

**Submitted towards fulfilment of the requirement for award of the  
degree of Doctor of Philosophy in Management**

**By**

**MOHAMMAD AKHTAR**

**Under the Supervision of**

**Prof. R.K. Mittal**

University School of Management Studies  
Guru Gobind Singh Indraprastha University  
Delhi

**Prof. Sushil**

Department of Management Studies  
Indian Institute of Technology Delhi  
Delhi



**UNIVERSITY SCHOOL OF MANAGEMENT STUDIES  
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY  
DWARKA, DELHI**

**December, 2013**

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY**  
**Sector 16 C, Dwarka,**  
**Delhi - 110078, INDIA**

**All Rights Reserved**