

CERTIFICATE

This is to certify that the work embodied in the thesis entitled “**Designing a Performance Measurement System Incorporating Flexibility Framework for Strategic Decision Making in Upstream Oil Industry in India**” submitted by Mr. Mohammad Akhtar to the University School of Management Studies, Guru Gobind Singh Indraprastha University, Delhi for the award of the Degree of **Doctor of Philosophy in Management**, is a record of bona fide research work carried out by him under our supervision and guidance. The present work has not been submitted in full or part for award of any other degree or diploma of this or any other university in India or abroad. All changes as suggested by the examiners and communicated vide letter no. 2946A/USMS/2013 dated 10.12.2013 have been incorporated in the thesis.

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