

## **CERTIFICATE**

This is to certify that the Thesis entitled “**A COMPARATIVE ANALYSIS OF PERFORMANCE APPRAISAL IN SELECTED PUBLIC SECTOR BANKS AND PRIVATE SECTOR BANKS IN INDIA**” submitted by **Mahesh Gordhanbhai Malavia**, for the award of the degree of DOCTOR OF PHILOSOPHY in the subject of Commerce under the Faculty of Commerce, Saurashtra University, has been completed under my supervision and guidance.

I also certify that this is his original work and the same has not been submitted for any other degree, diploma or distinction in either Saurashtra University or any other University.

**Date:**

**Place: Rajkot.**

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[WWW.saurashtrauniversity.edu](http://WWW.saurashtrauniversity.edu)**CERTIFICATE FOR PRE Ph.D. PRESENTATION**

This is certify that **Mahesh Gordhanbhai Malavia** has made Pre Ph.D. Presentation as per UGC Guidelines "University Grants Commission (Minimum Standard and Procedure for award of Ph.D. Degree) – Regulation – 2009" and Saurashtra University Ordinance for Ph.D. Programme (O. Ph.D. 6.2) on the research work entitled "**A COMPARATIVE ANALYSIS OF PERFORMANCE APPRAISAL IN SELECTED PUBLIC SECTOR BANKS AND PRIVATE SECTOR BANKS IN INDIA**" in the Department of Commerce and Business Administration, Saurashtra University, Rajkot on Date 14/09/2016 before all faculty members and students of the Department for getting feedback and comments.

I also certify that the Research work was appreciated by all who remained present and there was no comments made for this research work.

**\* Signature of Department Head****\* Signature of Guide :****\* Name of Head :****\* Name Guide :****\* Place :****\* Place :****\* Date :****\* Date :**