

## **C E R T I F I C A T E**

1. The thesis entitled “**Application of TOTAL QUALITY MANAGEMENT in MARITIME EDUCATION & TRAINING**” submitted to the Symbiosis International University, Pune for PhD in Faculty of Management is based on my original work carried out under the guidance of Dr. Sharad G. Dixit from January 2006 to December 2008. The research work has not been submitted elsewhere for award of any degree.
2. The material borrowed from other sources and incorporated in the thesis has been duly acknowledged.
3. I understand that I myself could be held responsible and accountable for plagiarism, if any, detected later on.
4. Research papers published based on the research conducted out of and in the course of the study leading to PhD are Appended.

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