

This is to certify that the thesis entitled "Developing Holistic Contract Award Framework for Oil and Gas Projects in India" is being submitted by Swarupa S. Deshpande in fulfillment for the Award of DOCTOR OF PHILOSOPHY in (Oil & Gas Management) to the University of Petroleum and Energy Studies. Thesis has been corrected as per the evaluation reports dated 25/01/2018 & 14/02/2018 and all the necessary changes / modifications have been inserted/incorporated in the thesis.



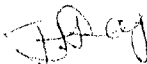
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