

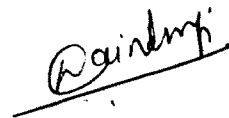
CERTIFICATION

This is to certify that the dissertation entitled “**INDUSTRIAL RELATIONS AT HINDUSTAN LIFECARE LTD (HLL)**” which has been presented by Mr Ramling Shipure in the partial fulfilment of degree of MASTER OF PHILOSOPHY IN COMMERCE AND MANAGMENT, has been carried out under my supervision and guidance.

To the best of my knowledge, the matter presented in the dissertation has not been submitted earlier for the award of M.Phil degree or any similar degree of the Shivaji University or any other University.

PLACE: KOLHAPUR

DATE: 25/01/2011



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TO WHOM SO EVER IT MAY CONCERN

This is to certify that Mr.Ramling Shippure, Student of Shivaji University, Kolhapur has completed his M.Phil research dissertation entitled of "Industrial Relations at HLL" during January-July, 2010.

During the above research work he maintained a good record of attendance and shown keen interest in learning.

R.B. Bhosale
13/8

(R.B.Bhosale)
Sr. Manager (HR)

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