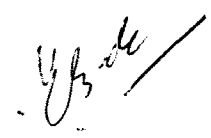


C E R T I F I C A T E

This is to certify that the dissertation
entitled " A Study of Wage and Salary Administration
in The Kolhapur Steel Ltd., Shirol (Pulachi) Kolhapur."
is a genuine and bonafide work, prepared by Mr.
BALKRISHNA JOTIBA PAWAR under my guidance and submitted
to the Shivaji University, Kolhapur for the award of
the degree of Master of Philosophy in Commerce.

Kolhapur
11/13th June '86


(Dr. V. V. Khanzode
Research Guide)