

CERTIFICATE

This is to certify that the dissertation entitled, "A STUDY OF LEADERSHIP STYLES IN RELATION TO ORGANISATIONAL EFFECTIVENESS AND JOB CHARACTERISTICS", is a genuine and bonafide work prepared by Shri. Halingali.Shankar,P. under my guidance and direct supervision, submitted to the Shivaji University, Kolhapur, as a partial fulfillment of the award of the degree of MASTER OF PHILOSOPHY IN COMMERCE AND MANAGEMENT.

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

KOLHAPUR


Dr. BABU THOMAS

M.A., Ph.D.

15/6/1994

RESEARCH GUIDE