



PONDICHERRY UNIVERSITY
(A Central University)
Pondicherry



Provisional Certificate

46913

Register No: 1400117001

This is to certify that **GANANATH KHILLA** having completed all the requirements relating to Ph.D. Degree has been declared eligible for the award of the Degree of Doctor of Philosophy in **MANAGEMENT** with effect from **07.07.2020**.

The title of the Ph.D. Thesis entitled

“A Study on Lean Practices in Manufacturing Firms and their Impact on Firm Efficacy and Employee Efficacy”

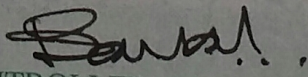
The Ph.D. was awarded in compliance of the UGC (Minimum Standards and Procedure for Awards of M.Phil./Ph.D. Degree) Regulations, 2009.



ESTABLISHED BY ACT OF
PARLIAMENT 53 OF 1985

Office Seal

Date : 03 AUG 2020



CONTROLLER OF EXAMINATIONS