Dedicated to

“Maa, Baba”

&

“Leo”

Declaration

I, Ms. Jayashree Saha, Research Scholar in the Department of Business Administration, School of Management Sciences, Tezpur University, Assam, hereby declare that this research work titled *"**Competitive Preparedness of Courier, Express and Parcel (CEP) Service Providers in Times of Disruptions**"* is a bona fide work carried out by me under the supervision of Dr. Tridib Ranajan Sarma. This work has not been submitted elsewhere for the award of any other degree.

Place: Tezpur (Jayashree Saha)

Date: 31-12-2024 (Revised on 20-06-2025) Registration No: TZ203835 of 2021

तेजपुरविश्वविद्यालय/ TEZPUR UNIVERSITY
(संसद के अधिनियम द्वारा स्थापित केंद्रीय विश्वविद्यालय)
(A Central University established by an Act of Parliament)
तेजपुर-784028 :: असम/ TEZPUR-784028 :: ASSAM

Dr. Tridib Ranjan Sarma
Associate Professor
School of Management Sciences
Department of Business Administration

Email: tridib@ernet.tezu.in
Phone: 9435080075

Certificate of the Supervisor

This is to certify that the thesis entitled *"**Competitive Preparedness of Courier, Express and Parcel (CEP) Service Providers in Times of Disruptions**"* submitted to the School of Management Sciences, Tezpur University in part fulfilment for the award of the degree of Doctor of Philosophy in Management is a record of research work carried out by **Ms. Jayashree Saha** under my supervision and guidance.

All help received by her from various sources has been duly acknowledged. No part of this thesis has been submitted elsewhere for the award of any other degree.

Place: Tezpur

Date: 31-12-2024 (Revised on 20-06-2025)

(Signature of the Supervisor)

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Jayashree Saha
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- Jayashree Saha

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