



Pune District Education Association's
**MAHATMA PHULE INSTITUTE OF
MANAGEMENT & COMPUTER STUDIES**

(Affiliated to Savitribai Phule Pune University, Recognised by D.T.E. Govt. of Maharashtra, Approved by A.I.C.T.E. New Delhi)



Annasaheb Magar College Campus, Manjari Road, Hadapsar, Pune-411 028.
Tel. : (020) 26993020, 26992611 E-mail : directorpdeampim@gmail.com Web : pdeampim.edu.in

PUN Code - IMMP010720

DTE Code - MB6107

AISHE Code : C - 41697

Mechanism of internal/ external assessment is transparent and the grievance redressal system is time- bound and efficient

TABLE OF CONTENT

SR NO.	PATICULARS
1	SYLLABUS- SPPU COMPREHENSIVE CONCURRENT EVALUATION
2	COMPREHENSIVE CONCURRENT EVALUATION (SUPPORTING DOCUMENTS)
3	SPPU GRIEVANCE REDRESSAL SUPPORTING DOCUMENTS





MECHANISM OF INTERNAL/ EXTERNAL ASSESSMENT IS TRANSPARENT AND THE GRIEVANCE REDRESSAL SYSTEM IS TIME- BOUND AND EFFICIENT

It's truly commendable that our institute prioritizes transparency in assessment mechanisms and maintains an efficient grievance redressal system. These two pillars of the educational institution play a significant role in ensuring the overall quality of education and student satisfaction. Let's delve deeper into the importance and impact of these practices:

Transparent Assessment Mechanisms:

Clear Expectations: Transparency in assessment starts with setting clear expectations for students. By providing detailed grading rubrics, assignment guidelines, and exam formats, your institute empowers students to understand the evaluation criteria and perform to their best abilities.

Objective Evaluation: Ensuring assessments are conducted objectively is crucial. When both internal and external assessments are free from bias, it reinforces the credibility of the institution and the value of an MBA degree.

Timely Feedback: MBA students often have demanding schedules, and timely feedback is essential for their academic growth. By promptly providing feedback on assignments, projects, and exams, our institute enables students to identify areas for improvement and make necessary adjustments.

Transparency in Grading: Clear communication of grading components and weightage is vital. It allows students to track their progress and understand how their final grades are calculated. This transparency fosters trust between students and faculty.





Effective Appeals Process: An established appeals process ensures that students have a means to address any concerns about their assessments. A transparent appeals mechanism demonstrates the institute's commitment to fairness and accountability.

Efficient Grievance Redressal System:

Dedicated Grievance Cell: The presence of a dedicated grievance redressal cell reflects the institute's commitment to addressing student concerns. This cell serves as a central point of contact for students seeking resolution.

Prompt Resolution: An efficient grievance redressal system ensures that issues are addressed promptly. This efficiency minimizes disruptions to a student's academic journey and maintains a positive learning environment.

Impartiality and Confidentiality: An impartial approach to grievance resolution guarantees that decisions are based solely on merit. Moreover, maintaining confidentiality throughout the process safeguards the privacy and dignity of all parties involved.

Feedback and Improvement: Soliciting feedback from students and other stakeholders after a grievance is resolved is an excellent practice. This feedback can be used to continually improve the grievance redressal system and address any systemic issues.

Transparency in Procedures: A transparent grievance redressal process, including guidelines on how to file a grievance, expected timelines, and how decisions are made, empowers students and builds trust in the system.

In conclusion, our institute's commitment to transparent assessment mechanisms and an efficient grievance redressal system is commendable. These practices not only contribute to the academic and personal development of students but also enhance the overall reputation of the institution. By





prioritizing fairness, accountability, and timely resolution, our institute ensures that students can focus on their education, grow professionally, and have confidence in the institution's commitment to their success. Such an approach truly makes a positive difference in the educational journey of MBA students.

Outcome Based Education (OBE) Approach:

Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of broad future-focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation¹).

Graduate Attributes (GAs):

Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

Programme Outcomes (POs): Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.





Programme Specific Outcomes (PSOs): Programme Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the programme are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are: a) Disciplinary knowledge and skills b) Generic skills c) Attitudes and values

Course Outcomes (COs): A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

Assessment: It is the process of collecting, recording, scoring, describing and interpreting information about learning

Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:





- GA1: Managerial competence
- GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
- GA3: Competence in Creativity & Innovation
- GA4: Research Aptitude, Scholarship & Enquiry
- GA5: Global Orientation
- GA6: Proficiency in ICT & Digital Literacy
- GA7: Entrepreneurship & Intrapreneurship Orientation
- GA8: Cross-functional & Inter-disciplinary Orientation
- GA9: Results Orientation
- GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
- GA11: Life-Long Learning Orientation

MBA PROGRAMME COURSE TYPES & EVALUATION PATTERN

Sr.No.	Course Type	Credits	Nature	Formative Assessment (FA) Marks	Summative Evaluation (SE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100





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Internal Assessment Based on 2019 (Revised) Pattern Students in the MBA program receive ongoing evaluations for their Summer internship Program. Assignments, presentations, open book tests, Internal examination, class participation, and other coursework. All these are part of the 100marks internal assessment which will cover into 50 marks by the end of semester. The schedule for internal exams are displayed on notice board. According to subject a student makes a presentation during a scheduled lecture where the full class must be present. The criteria by which they will be evaluated are explained to the students in advance. Before the paper is graded, they are given enough time to prepare. Students are given one more chance if their performance is unsatisfactory. In a few rare instances, students are permitted to give their presentations later in case of medical emergencies. Internal Evaluation Using the 2019 Revised Pattern Every semester, midterm exams are held for internal assessment. For these exams, a timetable is available, and the syllabus is announced well in advance. Students who fail the internal examination or miss class for a valid reason are given the option of taking it again. The schedule is shown, and the syllabus is also announced well in advance. For the internal examination, the university has specified a question-paper format, and the college adheres to it. The results of the internal examination, including the students' scores, are posted on the notice boards right away. If any grievances exist, a suitable time window is given for them. The entire process becomes solid and transparent once the internal examination results are uploaded via the link the institution provides.

1. **Assessment Components:** Internal assessment typically comprises various components such as assignments, presentations, open book tests, Internal examination, class participation, and other coursework. These components collectively contribute to a total assessment score of 100 marks.
2. **Weightage Allocation:** In most cases, each assessment component is assigned a specific weightage to reflect its importance in evaluating your overall performance in the course. These weightages are often expressed as a percentage.





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3. Conversion Formula: To convert the assessment score from 100 marks to 50 marks, a conversion formula is applied. This formula typically involves scaling down the raw assessment score to fit within the 50-mark scale.

Here's a simplified example of how this conversion might work:

Raw Assessment Score: 85 out of 100

Weighted Conversion Factor: $(50/100) = 0.5$

Converted Score = Raw Assessment Score x Weighted Conversion Factor
Converted Score = $85 \times 0.5 = 42.5$ marks

In this example, the raw assessment score of 85 out of 100 is converted to 42.5 out of 50 marks.

4. Grading Scale: Once the assessment scores have been converted, they are usually mapped to a grading scale that reflects performance levels. The grading scale can vary from institution to institution, but a common example might look like this:

45-50 marks: Excellent

40-44 marks: Very Good

35-39 marks: Good

30-34 marks: Satisfactory

Below 30 marks: Needs Improvement



2 year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern

MBA I effective from AY 2022-23

MBA II effective from AY 2022-23

1.0 Preamble: The revised MBA Curriculum 2022 finetunes the MBA 2019 Pattern which was built upon the Choice Based Credit System (CBCS) and Grading System and the Outcome Based Education. The MBA Curriculum 2022 also incorporates several aspects of NEP.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a few years after graduation¹).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program. These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) of the programme are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) of a **particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

- a) Disciplinary knowledge and skills
- b) Generic skills
- c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course**.

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Assessment: It is the process of collecting, recording, scoring, describing and interpreting information about learning

2.1.10 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.1.11 Rubric (Assessment Rubric): A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

2.2 Academic credit: An academic credit is a unit by which the course work (theory/ practical/ training) is measured. Each course may be allotted credits in proportion to the time expected to be devoted by the student for that course. Thus, it determines the number of hours of instructions required per week

¹ Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.



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2.2.1 Credit: In terms of credits, for a period of one semester of 15 weeks:

- a) every ONE hour session per week of L amounts to 1 credit per semester
- b) every TWO hour tutorial per week of L amounts to 1 credit per semester
- c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

2.2.2 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.2.3 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.2.4 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.*
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.*
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making and exhibit value centered leadership.*
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.*
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.*




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1. The course teacher shall prepare the scheme of Formative Assessment before commencement of the term. The scheme of Formative Assessment shall explicitly state the linkages of each Formative Assessment Item with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment with or without modifications.
3. The course teacher shall display, on the notice board, the approved Formative Assessment scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each Formative Assessment item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three Formative Assessment items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two Formative Assessment items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one Formative Assessment item.
8. Formative Assessment shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
9. The assessment outcome of each Formative Assessment shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed Formative Assessment *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial Formative Assessment items at its discretion.
12. At the end of the term aggregate Formative Assessment scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Formative Assessment Methods: Student assessment should be as comprehensive as possible and provide meaningful and constructive feedback to faculty and student about the teaching-learning process. Over-use of question-answers may be discouraged for formative assessments. Course teachers shall opt for a combination of one or more FORMATIVE ASSESSMENT methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. MCQs with multiple correct answers
2. Class Test
3. Open Book Test
4. Written Home Assignment
5. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

6. Case Study
7. Caselet
8. Situation Analysis
9. Presentations

Group C (Group Assessment) – Not more than 1 per course

10. Field Visit / Study tour and report of the same
11. Small Group Project & Internal Viva-Voce
12. Model Development
13. Role Play
14. Story Telling
15. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

16. Learning Diary
17. Scrap Book / Story of the week / Story of the month
18. Creating a Quiz
19. Designing comic strips / Cartoon strips
20. Drama scripts
21. Creating Brochures / Bumper Stickers / Fliers
22. Creating Crossword Puzzles
23. Creating and Presenting Posters
24. Writing an Advice Column
25. Library Magazines based assessment
26. Peer assessment




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27. Autobiography/Biography
28. Writing a Memo
29. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

30. Book Review
31. Drafting a Policy Brief
32. Drafting an Executive Summary
33. Literature Review
34. Term Paper
35. Thematic Presentation
36. Publishing a Research Paper
37. Annotated Bibliography
38. Creating Taxonomy
39. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

40. E-portfolios
41. Digital stories
42. eNewsletter, eMagazine
43. Recorded interviews of stakeholders posted on You Tube
44. Simulation Exercises
45. Gamification Exercises
46. Presentation based on Google Alerts
47. Webinar based assessment
48. Creating Webpage / Website / Blog
49. Creating infographics / infomercial
50. Creating podcasts / Newscast
51. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each Formative Assessment. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the Formative Assessment to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of Formative Assessment: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of Formative Assessment Documents: Records of FORMATIVE ASSESSMENT shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years**. Likewise records of assessments to decide the learning needs of students for opting for **Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option** etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 Summative Evaluation (End Semester Evaluation):



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NOTICE

DATE: 11/09/2019

This is to inform you all All MBA Semester I & III students that your internal exams are scheduled from 18th November 2019 onwards

Note: College ID card is compulsory

ATTENDANCE IS MANDATORY

Dr. Sachin S. Bharadwaj

Director,

S.S. Bharadwaj

PDEA's Mahatma Phule Institute of Management Hadapsar

DIRECTOR

**Mahatma Phule Institute
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Hadapsar, Pune- 411 001



Show it on Notice Board

PDEA's
Mahatma Phule Institute of Management and Computer Studies,
Hadapsar

INTERNAL EXAMINATION TIME-TABLE

Batch (2019-2020)

DATE	TIME	Subject Code	Name of the Subject
18/11/2019	10 AM to 12 PM	102	Organizational Behavior
	1 PM to 3 PM	107	Management Fundamentals (UL)
19/11/2019	10 AM to 12 PM	103	Economic Analysis for Business Decisions
	1 PM to 3 PM	111	Legal Aspects of Business (UL)
20/11/2019	10 AM to 12 PM	104	Business Research Methods
	1 PM to 3 PM	109	Entrepreneurship Development (UL)
21/11/2019	10 AM to 12 PM	105	Basics of Marketing
	1 PM to 3 PM	106	Digital Business
22/11/2019	10 AM to 12 PM	101	Managerial Accounting

Dhiresh A. More

MBA-I Coordinator



S. S. Bharadwaj

Dr. Sachin S. Bharadwaj

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NOTICE

DATE: 04/06/2020

This is to inform you all All MBA Semester II & IV students that your internal exams are scheduled from 15th June 2020 onwards on online mode.

ATTENDANCE IS MANDATORY

Dr. Sachin S. Bharadwaj

Director,



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SAVITRIBAI PHULE PUNE UNIVERSITY
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EXAMINATION SECTION
 Ganeshkhind, Pune- 411 007
 (Maharashtra) INDIA

November/December 2019 Examination Circular No.491

Revised as on : 14/01/2020

ONLINE EXAMINATION FOR MBA SEMESTER I, II, III & IV (2013/2016) PATTERN

DATE & DAY	NAME OF SUBJECT & CODE	TIME
SEMESTER – II(Pattern 2013/2016)		
24/01/2020 FRIDAY	201: MARKETING MANAGEMENT	10:00 a.m. Onwards
25/01/2020 SATURDAY	202: FINANCIAL MANAGEMENT	
27/01/2020 MONDAY	203: HUMAN RESOURCE MANAGEMENT	
28/01/2020 TUESDAY	204: DECISION SCIENCE	
29/01/2020 WEDNESDAY	205: OPERATIONS & SUPPLY CHAIN MANAGEMENT	
30/01/2020 THURSDAY	206: MANAGEMENT INFORMATION SYSTEMS	
SEMESTER – I(Pattern 2013/2016)		
17/01/2020 FRIDAY	101: ACCOUNTING FOR BUSINESS DECISIONS	10.00a.m. Onwards
18/01/2020 SATURDAY	102-ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	
20/01/2020 MONDAY	103-LEGAL ASPECTS OF BUSINESS	
21/01/2020 TUESDAY	104-BUSINESS RESEARCH METHODS	
22/01/2020 WEDNESDAY	105-ORGANISATIONAL BEHAVIOUR	
23/01/2020 THURSDAY	106-BASICS OF MARKETING	



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SEMESTER – IV (Pattern 2013)

TIME 03.00p.m. Onwards

DATE & DAY	NAME OF SUBJECT & CODE	
24/01/2020 FRIDAY	401 - MANAGING FOR SUSTAINABILITY	
25/01/2020 SATURDAY	403(MKT)	SERVICES MARKETING
	403(FIN)	INTERNATIONAL FINANCE
	403(IT)	SOFTWARE PROJECT MANAGEMENT
	403(OPE)	OPERATIONS STRATEGY
	403(HR)	INDUSTRIAL RELATIONS
	403(IB)	INTERNATIONAL BUSINESS ENVIRONMENT
	403(SCM)	STRATEGIC SUPPLY CHAIN MANAGEMENT
	403(RABM)	RURAL CREDIT AND FINANCE
	403(FBM)	ESSENTIALS OF FAMILY BUSINESS MANAGEMENT - II
	403(TM)	TECHNOLOGY COMPETITION AND STRATEGY
27/01/2020 MONDAY	404(MKT)	SALES AND DISTRIBUTION MANAGEMENT
	404(FIN)	CORPORATE FINANCE
	404 (IT)	ENTERPRISE RESOURCE PLANNING (ERP)
	404(OPE)	TOTAL QUALITY MANAGEMENT
	404(HR)	STRATEGIC HUMAN RESOURCE MANAGEMENT
	404(IB)	INDIAN ECONOMY AND TRADE DEPENDENCIES
	404(SCM)	KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS
	404(RABM)	RURAL MARKETING – II
	404(FBM)	MANAGING INNOVATION – II
	404(TM)	MANAGING INNOVATION – II



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 Mahatma Phule Institute
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 Hadapsar, Pune- 411 028

SEMESTER – IV (Pattern 2016)

TIME 03.00p.m. Onwards

DATE & DAY	NAME OF SUBJECT & CODE	
24/01/2020 FRIDAY	401 - MANAGING FOR SUSTAINABILITY	
25/01/2020 SATURDAY	403 MKT	SERVICES MARKETING
	403 FIN	INDIRECT TAXATION
	403 IT	SOFTWARE PROJECT MANAGEMENT
	403 OPE	OPERATIONS STRATEGY AND RESEARCH
	403 HR	EMPLOYMENT RELATIONS
	403 IB	INTERNATIONAL BUSINESS ENVIRONMENT
	403 SCM	STRATEGIC SUPPLY CHAIN MANAGEMENT
	403 RABM	RURAL CREDIT AND FINANCE
	403 FBM	ESSENTIALS OF FAMILY BUSINESS MANAGEMENT-II
	403 TM	TECHNOLOGY COMPETITION AND STRATEGY
	403 BIM	BANKING REGULATIONS AND LEGAL ASPECTS
	403 HM	INTRODUCTION TO MEDICAL / HEALTHCARE TERMINOLOGY
	403 ED	SOCIAL ENTREPRENEURSHIP
	403 SER	STRATEGIC SERVICES MARKETING
	403 RM	E-COMMERCE AND DIGITAL MARKETING IN RETAIL
	403 MC	STRATEGIC BRAND MANAGEMENT
	403 THM	STRATEGIC HOSPITALITY MANAGEMENT
403 DFM	DEFENCE ECONOMICS	
27/01/2020 MONDAY	404 MKT	SALES AND DISTRIBUTION MANAGEMENT
	404 FIN	INTERNATIONAL FINANCE
	404 IT	ENTERPRISES RESOURCE PLANNING (ERP)
	404 OPE	TOTAL QUALITY MANAGEMENT
	404 HR	STRATEGIC HUMAN RESOURCE MANAGEMENT
	404 IB	INDIAN ECONOMY AND TRADE DEPENDENCIES
	404 SCM	KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS
	404 RABM	RURAL MARKETING - II
	404 FBM	MANAGING INNOVATION - II
	404 TM	MANAGING INNOVATION - II
	404 BIM	TRENDS IN INSURANCE MANAGEMENT
	404 HM	STRATEGIC PLANNING AND HEALTHCARE MANAGEMENT
404 ED	INVESTING IN SCIENCES & TECHNOLOGY	



J.S.B. Bhandari
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27/01/2020 MONDAY	404 SER	SECTORAL SERVICES MANAGEMENT
	404 RM	INTERNATIONAL RETAILING
	404 MC	INTERNET MARKETING II
	404 THM	TOURISM PLANNING AND DEVELOPMENT
	404 DFM	NATIONAL POWER AND DEFENCE POLICY

SEMESTER -- III (Pattern 2013) TIME 03:00 p.m. Onwards

17/01/2020 FRIDAY	301: STRATEGIC MANAGEMENT	
18/01/2020 SATURDAY	302: ENTERPRISE PERFORMANCE MANAGEMENT	
20/01/2020 MONDAY	303 : STARTUP AND NEW VENTURE MANAGEMENT	
21/01/2020 TUESDAY	305 (MKT)	CONTEMPORARY MARKETING RESEARCH
	305(FIN)	FINANCIAL REGULATORY FRAMEWORK
	305 (IT)	IT MANAGEMENT
	305(OPE)	PLANNING & CONTROL OF OPERATIONS
	305 (HR)	LABOUR LAWS
	305(IB)	INTERNATIONAL BUSINESS ECONOMICS
	305(SCM)	ESSENTIALS OF SUPPLY CHAIN MANAGEMENT
	305(RABM)	AGRICULTURE AND INDIAN ECONOMY
	305(FBM)	ESSENTIALS OF FAMILY BUSINESS MANAGEMENT- I
	305(TM)	FUNDAMENTALS OF TECHNOLOGY MANAGEMENT
22/01/2020 WEDNESDAY	306(MKT)	CONSUMER BAHAVIOUR
	306(FIN)	MERCHANT BANKING & FINANCIAL SERVICES
	306(IT)	E-BUSINESS
	306(OPE)	INVENTORY MANAGEMENT
	306(HR)	PERFORMANCE MANAGEMENT
	306(IB)	EXPORT DOCUMENTATION AND PROCEDURES
	306(SCM)	LOGISTICS MANAGEMENT



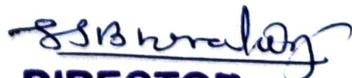
SBM
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22/01/2020 WEDNESDAY	306(RABM)	RURAL MARKETING - I
	306(FBM)	MANAGING INNOVATION - I
	306(TM)	MANAGING INNOVATION - I

SEMESTER – III (Pattern 2016) TIME 03:00 p.m. Onwards

17/01/2020 FRIDAY	301: STRATEGIC MANAGEMENT	
18/01/2020 SATURDAY	302: ENTERPRISE PERFORMANCE MANAGEMENT	
20/01/2020 MONDAY	303 : STARTUP AND NEW VENTURE MANAGEMENT	
21/01/2020 TUESDAY	305 BIM	BANKING CONCEPTS AND OPEARATIONS
	305(DFM)	EVOLUTION OF STRATEGIC THOUGHT OF DEFENCE
	305ED	CHANGE. CREATIVITY. INNOVATION AND ENTREPRENEURSHIP
	305 FBM	ESSENTIALS OF FAMILY BUSINESS MANAGEMENT - I
	305FIN	DIRECT TAXATION
	305HM	INTRODUCTION TO HEALTHCARE MANAGEMENT
	305HR	LABOUR & SOCIAL SECURITY LAWS
	305IB	INTERNATIONAL BUSINESS ECONOMICS
	305IT	IT MANAGEMENT AND CYBER LAWS
	305MC	INTEGRATED MARKETING COMMUNICATION
	305MKT	CONTEMPORARY MARKETING RESEARCH
	305OPE	PLANNING AND CONTROL OF OPERATIONS
	305RABM	AGRICULTURE AND INDIAN ECONOMY
	305RM	INTRODUCTION TO RETAILING
	305SCM	ESSENTIALS OF SUPPLY CHAIN MANAGEMENT
	305SER	SERVICES BUSINESS MANAGEMENT
305 THM	FUNDAMENTALS OF HOSPITALITY MANAGEMENT	
305TM	FUNDAMENTALS OF TECHNOLOGY MANAGEMENT	




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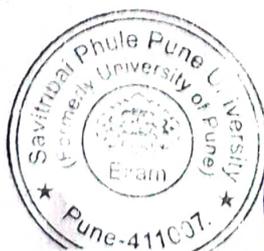
23/01/2020 THURSDAY	306 BIM	PRINCIPLES AND PRACTICES OF INSURANCE
	306DFM	STRATEGIC DEFENCE MANAGEMENT
	306ED	FINANCE FOR ENTREPRENEURS
	306FBM	MANAGING INNOVATION-I
	306FIN	FINANCIAL SYSTEM OF INDIA, MARKETS AND SERVICES
	306HM	INFORMATION TECHNOLOGY IN HEALTHCARE
	306HR	HUMAN RESOURCE ACCOUNTING & COMPENSATION MANAGEMENT
	306IB	EXPORT DOCUMENTATION AND PROCEDURES
	306 IT	E-BUSINESS AND BUSINESS INTELLIGENCE
	306MC	INTERNET MARKETING I
	306MKT	CONSUMER BEHAVIOUR
	306OPE	INVENTORY MANAGEMENT
	306RABM	RURAL MARKETING I
	306RM	RETAIL STORES AND OPERATION MANAGEMENT
	306SCM	LOGISTICS MANAGEMENT
	306SER	SERVICES PERFORMANCE MANAGEMENT
	306THM	TOURISM AND TRAVEL MANAGEMENT
306TM	MANAGING INNOVATION I	

The Directors of all affiliated Management Institutes are requested to bring the content of this notification to the notice of all the students, teachers and all other concerned.

Ganeshkhind, Pune-411 007
Ref.No. XCT/Mngt./1760
Date: 14/01/2020

Sd/-
Dr. A.D. Shaligram
Director

Board of Examinations and Evaluation



S.S. Bhavale
DIRECTOR
Mahatma Phule Institute
(C.M.S. & R.)
Hadapsar, Pune-411 028

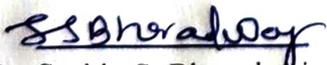
PDEA's

Mahatma Phule Institute of Management and Computer Studies,

Hadapsar

ONLINE EXAMINATION TIME-TABLE

DATE	SUBJECT CODE	SUBJECT NAME
15/06/2020	201	Marketing Management
16/06/2020	202	Financial Management
17/06/2020	203	Human Resource Management
18/06/2020	203	Operations and Supply Chain Management
19/06/2020	205	MKT Marketing Research
		HR Competency Based HRM
		FIN Financial Markets & Banking Operations
20/06/2020	206	MKT Consumer Behavior
		HR Employee Relations and Labor Legislation
		FIN Personal Financial Planning
22/06/2020	207	Contemporary Frameworks in Management
23/06/2020	209	Startup and New Venture Management
24/06/2020	211	Business Government & Society
25/06/2020	218	MKT Product & Brand Management
	217	HR Labor Welfare
	219	FIN Direct Taxation
26/06/2020	220	MKT Digital Marketing - I
	218	HR Lab in Recruitment and Selection
	222	FIN Banking Laws & Regulations


Dr. Sachin S. Bharadwaj
DIRECTOR
Director
Mahatma Phule Institute
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SAVITRIBAI PHULE PUNE UNIVERSITY
(Formerly University of Pune)

Timetable For Fresh & Backlog Online Examination of October/November 2020

Course_Name	SUBJECT CODE	SUBJECT NAME	YEAR	SEM.	Exam_Date	TIME SLOT
MBA 2019 CREDIT PATTERN	101	GC-01 MANAGERIAL ACCOUNTING	1	1	17-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	102	GC-02 ORGANIZATIONAL BEHAVIOUR	1	1	18-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	103	GC-03 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	1	1	19-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	104	GC-04 BUSINESS RESEARCH METHODS	1	1	20-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	105	GC-05 BASICS OF MARKETING	1	1	21-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	106	GC-06 DIGITAL BUSINESS	1	1	22-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	107	GE-UL-01 MANAGEMENT FUNDAMENTALS	1	1	23-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	108	GE-UL-02 INDIAN ECONOMY	1	1	24-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	109	GE-UL-03 ENTREPRENEURSHIP DEVELOPMENT	1	1	25-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	110	GE-UL-04 ESSENTIALS OF PSYCHOLOGY FOR MANAGERS	1	1	27-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	111	GE-UL-05 LEGAL ASPECTS OF BUSINESS	1	1	28-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	112	GE-UL-06 DEMAND ANALYSIS & FORECASTING	1	1	29-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	201	GC-07 MARKETING MANAGEMENT	1	2	22-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	202	GC-08 FINANCIAL MANAGEMENT	1	2	23-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	203	GC-09 HUMAN RESOURCES MANAGEMENT	1	2	24-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	204	GC-10 OPERATIONS & SUPPLY CHAIN MANAGEMENT	1	2	25-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	205 BA	SC-BA-01 BASIC BUSINESS ANALYTICS USING R	1	2	26-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	205 FIN	SC-FIN-01 FINANCIAL MARKETS AND BANKING OPERATIONS	1	2	26-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	205 HR	SC-HRM-01 COMPETENCY BASED HUMAN RESOURCE MANAGEMENT	1	2	26-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	205 MKT	SC-MKT-01 MARKETING RESEARCH	1	2	26-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	205 OSCM	SC-OSCM-01 SERVICES OPERATIONS MANAGEMENT - I	1	2	26-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	206 BA	SC-BA-02 DATA MINING	1	2	27-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	206 FIN	SC-FIN-02 PERSONAL FINANCIAL PLANNING	1	2	27-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	206 HR	SC-HRM-02 EMPLOYEE RELATIONS & LABOUR LEGISLATION	1	2	27-04-2021	9.00 AM To 11.00 AM

S.B. Mankulkar

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Course_Name	SUBJECT CODE	SUBJECT NAME	YEAR	SEM.	Exam_Date	TIME SLOT
MBA 2019 CREDIT PATTERN	206 MKT	SC-MKT-02 CONSUMER BEHAVIOUR	1	2	27-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	206 OSCM	SC-OSCM-02 SUPPLY CHAIN MANAGEMENT	1	2	27-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	207	GE-UL-07 CONTEMPORARY FRAMEWORKS IN MANAGEMENT	1	2	28-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	208	GE-UL-08 GEOPOLITICS & WORLD ECONOMIC SYSTEMS	1	2	29-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	209	GE-UL-09 START UP AND NEW VENTURE MANAGEMENT	1	2	30-04-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	210	GE-UL-10 QUALITATIVE RESEARCH METHODS	1	2	02-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	211	GE-UL-11 BUSINESS, GOVERNMENT & SOCIETY	1	2	03-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	212	GE-UL-12 BUSINESS PROCESS RE-ENGINEERING	1	2	04-05-2021	9.00 AM To 11.00 AM
MBA 2019 CREDIT PATTERN	301	GC-11 STRATEGIC MANAGEMENT	2	3	22-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	302	GC-12 DECISION SCIENCE	2	3	23-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 BA	SC-BA-03 ADVANCED STATISTICAL METHODS USING R	2	3	24-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 FIN	SC-FIN-03 ADVANCED FINANCIAL MANAGEMENT	2	3	25-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 HR	SC-HRM-03 STRATEGIC HUMAN RESOURCE MANAGEMENT	2	3	26-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 IB	SC-IB-01 IMPORT EXPORT DOCUMENTATION AND PROCEDURES	2	3	27-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 MKT	SC-MKT-03 SERVICES MARKETING	2	3	28-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 OSCM	SC-OSCM-03 SERVICES OPERATIONS MANAGEMENT - II	2	3	29-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 PHCM	SC-PHCM-01 FUNDAMENTALS OF PHARMA AND HEALTHCARE MANAGEMENT	2	3	30-04-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 RABM	SC-RABM-01 AGRICULTURE AND INDIAN ECONOMY	2	3	02-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	304 THM	SC-THM-01 FUNDAMENTALS OF HOSPITALITY MANAGEMENT	2	3	03-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	305 BA	SC-BA-04 MACHINE LEARNING & COGNITIVE INTELLIGENCE USING PYTHON	2	3	04-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	305 FIN	SC-FIN-04 INTERNATIONAL FINANCE	2	3	05-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	305 HR	SC-HRM-04 HR OPERATIONS	2	3	06-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	305 MKT	SC-MKT-04 SALES & DISTRIBUTION MANAGEMENT	2	3	07-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	305 OSCM	SC-OSCM-04 LOGISTICS MANAGEMENT	2	3	08-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	306	GE-UL-13 INTERNATIONAL BUSINESS ECONOMICS	2	3	09-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	307	GE-UL-14 INTERNATIONAL BUSINESS ENVIRONMENT	2	3	10-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	308	GE-UL-15 PROJECT MANAGEMENT	2	3	11-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	309	GE-UL-16 KNOWLEDGE MANAGEMENT	2	3	12-05-2021	12.00 PM To 2.00 PM

SSBhandary

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Course_Name	SUBJECT CODE	SUBJECT NAME	YEAR	SEM.	Exam_Date	TIME SLOT
MBA 2019 CREDIT PATTERN	310	GE-UL-17 CORPORATE GOVERNANCE	2	3	15-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	311	GE-UL-18 MANAGEMENT OF NON-PROFIT ORGANIZATIONS	2	3	16-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	404 IB	SC-IB-02 GLOBAL TRADE AND LOGISTICS MANAGEMENT	2	3	17-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	404 PHCM	SC-PHCM-02 PHARMA AND HEALTHCARE REGULATORY ENVIRONMENT IN I	2	3	18-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	404 RABM	SC-RABM-02 ICT FOR AGRICULTURE MANAGEMENT	2	3	19-05-2021	12.00 PM To 2.00 PM
MBA 2019 CREDIT PATTERN	404 THM	SC-THM-02 TOURISM & TRAVEL MANAGEMENT	2	3	20-05-2021	12.00 PM To 2.00 PM

Date :- 06 April 2021

S.S. Chaudhary

DIRECTOR
Mahatma Phule Institute
(C.M.S. & R.)
Hadapsar, Pune-411 028

**Pune District Education Association's
Mahatma Phule Institute of Management and Computer Studies
Hadapsar Pune-411028
Internal Examination- Nov.2019**

MBA-I

Subject: Basic of Marketing

Roll No	Student Name	Signature
1	ARBOLE DURDUNDESHWAR VIRPAKASH	
2	AUTADE KIRAN KASHINATH	<u>Autade</u>
3	BARAVKAR SHUBHAM SHIVRAM	<u>Shubham</u>
4	BHAGWAT KOMAL PITAMBAR	<u>Bhagwat</u>
5	BHASME NEHA SUDHAKAR	<u>Bhasme</u>
6	BHISE AKSHATA SUNIL	<u>Bhise</u>
7	BHOSALE KIRTI HAIBATI	<u>Kirti</u>
8	BHOSALE MANJIRI RAJENDRA	<u>Manjiri</u>
9	BHOSALE MEGHA SATYAWAN	<u>Megha</u>
10	BHOSALE SUSHANT CHANDRAKANT	<u>Sushant</u>
11	BORUDE SANDEEP TUKARAM	<u>Sandeep</u>
12	BORULE MEGHA DEVIDAS	
13	BOTRE SHIRISH SHANTARAM	<u>Shirish</u>
14	BOTRE SWAPNIL GOPINATH	<u>Botre</u>
15	CHAUDHARI MANGESH ASHOK	<u>Chaudhari</u>
16	CHAVAN MITHUN SHIVAJIRAO	<u>Mithun</u>
17	CHAVAN TRUPTI PANDURANG	<u>Trupti</u>
18	CHORE MANJIRI VIVEK	<u>Manjiri</u>
19	CHOURE SHIVRATNA RAMDAS	<u>Shivratna</u>
20	DABHOLKAR SANTOSH TUKARAM	<u>Santosh</u>
21	DESHMUKH DHANANJAY SANTOSH	<u>Dhananjay</u>
22	DESHMUKH RAHUL DATTATRAYA	<u>Rahul</u>
23	DEVKAR KIRAN LAXMAN	<u>Kiran</u>

1



S. S. Bhore
DIRECTOR
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Roll No	Student Name	Signature
24	DEWANGAN RENUKA .	<i>Renuka</i>
25	DIVEKAR RUPALI BHIMRAO	<i>Rupali</i>
26	DIVEKAR SAURABH BHIMRAO	<i>Divekar</i>
27	GAIKWAD KAJAL DATTATRAY	<i>Kajal</i>
28	GAIKWAD RAHUL DILIP	<i>Rahul</i>
29	GANGAD SOURABH POPAT	<i>Pengad.</i>
30	GAVALI PRAMOD JALINDAR	<i>Pramod</i>
31	GAWAI DEEPIKA UTTAMRAO	<i>Deepika</i>
32	GHADGE SURAJ SHIVAJI	<i>Suraj</i>
33	GHORPADE SUMEDH ASHOK	<i>Sumedh</i>
34	GHUGE SHRUTI KASHIRAM	<i>Shruti</i>
35	GORE NAVNATH DEVRAO	<i>Navnath</i>
36	INAMDAR KARISHMA KAMRUDDIN	<i>Inamdar</i>
37	INGAWALE PRAJAKTA RAMDAS	<i>Ingawale</i>
38	JADHAV AKASH SAMBHAJI	<i>Akash</i>
39	JADHAV PRIYANKA NAMDEV	<i>Priyanka</i>
40	JADHAV RAHUL ANTAJI	<i>Jadhav</i>
41	JAGTAP RUPALI DATTATRAY	<i>Rupali</i>
42	JAGTAP SUSHANT RAJENDRA	<i>Sushant</i>
43	JAGTAP VISHAKHA KUNDLIK	<i>Vishakha</i>
44	JAGTAP VISHAL SOMNATH	<i>Vishal</i>
45	JAMBHALDARE SOHAM BABURAO	<i>Soham</i>
46	JANGADA RAMSWARUP KISHANLAL	<i>Jangada</i>
47	JANRAO MAHESH SHIVAJI	<i>Janrao</i>
48	KADAM ANIKET PANDHARINATH	<i>Aniket</i>
49	KADAM NEHA KAILAS	<i>Neha</i>
50	KADAM SANGITA KANIFNATH	<i>Sangita</i>
51	KALBHOR VAIBHAV SUDAM	<i>Vaibhav</i>



S.S. Bhore
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 Mahatma Phule Institute
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 Hadapsar, Pune- 411 023

Roll No	Student Name	Signature
52	KAMBLE SHREYA PRAMOD	Kamble
53	KENDRE ASHWINEE MAHADEVRAO	Kendre
54	KOTE TANUJA DATTATRAY	Kote
55	KSHIRSAGAR SHRIKANT SHANKAR	Shrikant
56	KUL SUDHIR DHONDIBA	Kul
57	KULKARNI CHAITANYA SHRIKANT	C.S.K
58	LOHAR BHAGYASHRI DILIP	Lohar
59	MADANE SONAL RAMESH	Madane
60	MANDOLE SHRIRAM BALASAHEB	Mandole
61	MANGRULKAR RAJAT SURAJ	Mangrulkar
62	MASAL BHAKTI BANDU	Masal
63	MASKE APURVA BHAGWAT	Maske
64	MIRAJKAR SHRUTI SHAILESH	Mirajkar
65	MANJUNATH M	Manjunath
66	MULE SAGAR DATTATRAYA	Sagar Mule
67	MUSALE MONICA RAJENDRA	Musale
68	NAGARGOJE KALPANA RAMCHANDRA	Kalpana
69	NAIK AMIT SURENDRA	Amit
70	NAIR PRIYANKA MINIL	Nair
71	NANAWARE BHUSHAN SUNIL	Nanaware
72	NIMBALKAR SHUBHAM RAJENDRA	Nimbalkar
73	PACHORE PRAMOD RAMNATH	Pramod
74	PANDKAR SAGAR VILAS	Pandkar
75	PATIL AMRUTA RAJARAM	Amruta
76	PATIL SANJANA MAHAVIR	Patil
77	PATIL SEEMA MARUTI	Patil
78	PETHKAR UTTAM BALAJI	Pethkar
79	RAKHAPASARE OMKAR SUKHDEV	Rakhapasare

DIRECTOR



SS Bhurade

DIRECTOR

Mahatma Phule Institute
(C.M.S. & R.)
Hadapsar, Pune- 411 026

Roll No	Student Name	Signature
80	SALVE NARENDRA KONDIRAM	
81	SATHE RUSHIKESH DATTATRAY	SATHE R
82	SHELAR RAKESH SURESH	Rakesh
83	SHELKE DATTATRAYA UTTAM	Dattatray
84	SHENDGE SHRIKANT PANDURANG	Shendge
85	SHINDE ABHISHEK SANJAY	Shinde
86	SHINDE POOJA SANJAY	Shinde
87	SHINDE SAYALI SATISH	Shinde
88	SINGH INDRAJEET SUMAN	Singh
89	TAGDE RUCHI RATNAKAR	Ruchi
90	THAKUR RANDHIR KUMAR .	Randhir
91	THORAT CHETAN HANUMANT	Thorat
92	THORAT GANESH RAMCHANDRA	Ganesh
93	THORAT NAMITA POPAT	Thorat N.P.
94	THORAT PRANALI VILAS	Thorat
95	TOLMARE VAISHNAVI BALKRUSHNA	Vaishnavi
96	TULE MAHESH TANAJI	Mtule
97	TUPE ANIKET SANDEEP	A. Tupe
98	UMATE SACHIN SHYAMRAO	Sachin
99	VERMA SRIJANARAJ ARVINDKUMAR	Srijanaraj
100	WAGH SUJIT SUDHAKAR	Sujit
101	WAGHOLE PRACHI JAYSING	Prachi
102	WALUNJ SUSHMITA VITTHAL	Sushmita
103	WARGHADE SHIVAJI BHAGAVANT	Shivaji

Supervisor Name: Shital D. Sonawane.

Signature: Shital



DIRECTOR
Mahatma Phule Institute
(C.M.S. & R.)
Hadapsar, Pune-411 001

**Pune District Education Association's
Mahatma Phule Institute of Management and Computer Studies
Hadapsar, Pune-411028.**

Internal Examination November 2019

Course: MBA-I Sem-I

Time: 1 ½ Hrs.

Subject: Basics of Marketing

Marks: 25

Instructions: 1) All questions are compulsory.

2) All questions carry equal marks.

Q. 1 Solve any five questions

(5x1=5 Marks)

1) Marketing is _____

- a) Part of Manufacturing b) Part of the finance department c) Managing customer relationship

2) Marketing is _____

- a) the same as advertising and sales b) not used by small corporations c) about satisfying customer needs

3) To build lasting customer relationships, organizations should focus delivering _____ and _____

- a) high quality products; low prices b) customer value; customer satisfaction c) customer value; high profits

4) The art and science of selecting target markets and developing profitable relationships with those markets is called marketing

- a) Profiles b) Selection c) Management

5) Customer relationship management (CRM) deals with all aspects of acquiring, keeping, and growing customers.

- a) True b) False

6) Market offerings are limited to physical products.

- a) True b) False

7) Outstanding marketing companies go to great lengths to learn about and understand the customers needs, wants, and demands

- a) True b) False



Q. 2 Solve any Two questions

(2x5=10)

A) Explain the Scope of Marketing.

B) Explain the Importance of Marketing.

C) Explain the concept of Marketing myopia with Suitable example.

Q.3 Define the term marketing? Explain the core concepts of marketing with suitable examples.

(10 Marks)

OR

Q.3 Pick-up any home appliance of any marketer of your choice and explain the marketing functions with reference to that product.

(10 Marks)

*****ALL THE BEST*****



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8 Pages

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A -

Roll No. (In Figures) 04 Komal Pitambar Bhagwat Center :
 Roll No. (In Words) Four

Day & Date : 9/11/2019, Sat Examination : Internal
 Subject : Basic of Marketing Section :
 Course/Paper No.: Medium of Answer : English
 Main Ans. Book+No. of Supplements : = Total :

Question No.	1	2	3	4	5	6	7	8	9	10	11	12	Total	Sign. of Examiner
Marks Obtained														

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Q.1

- 1) Marketing is Managing customers
- 2) Marketing is about satisfying customer needs
- 3) To build lasting customer relationships organizations should focus delivering customer value: customer satisfaction



Q.1

4

Management

5)

True

6

False

7)

True

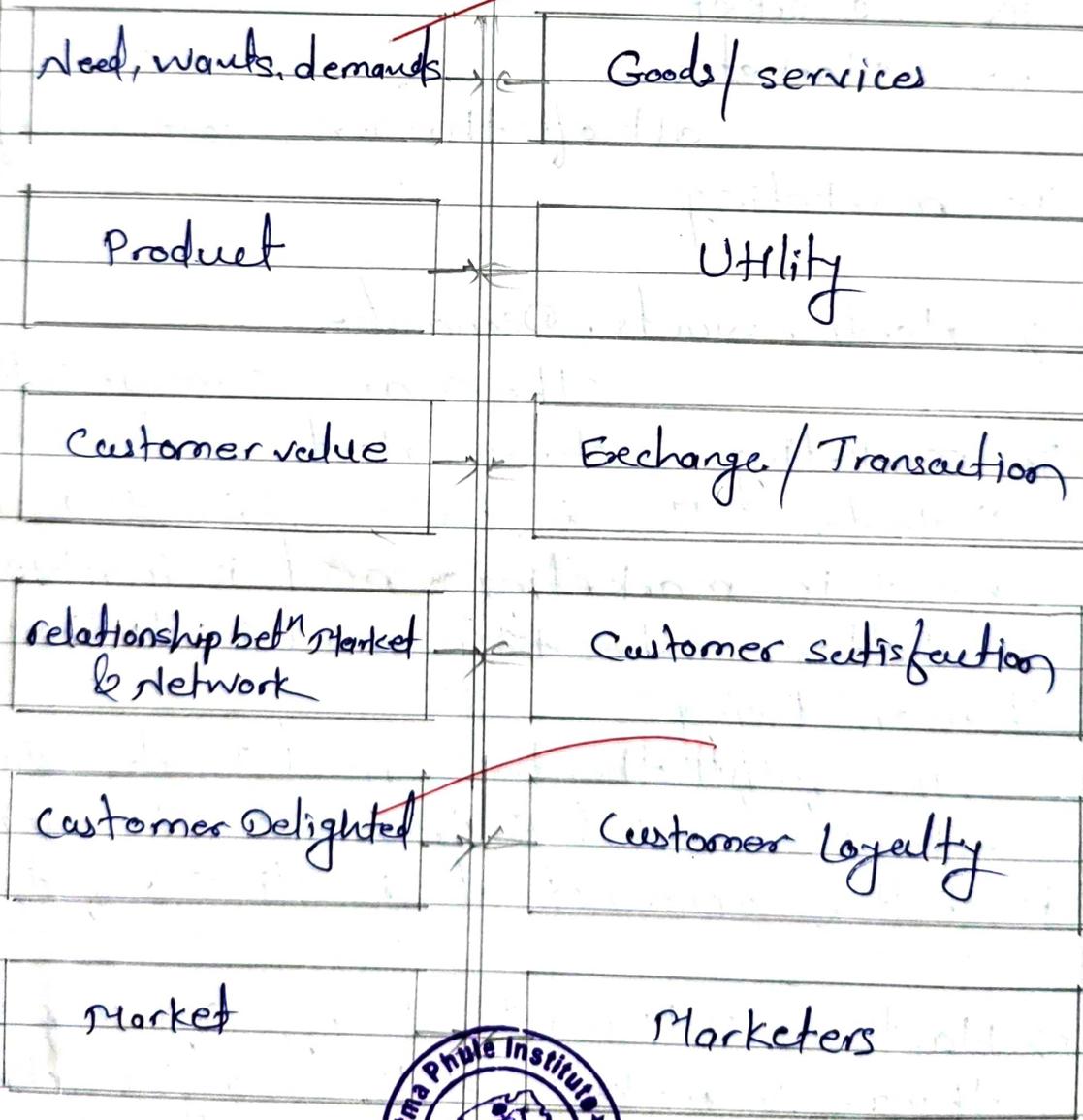
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Q. 3

Defination of Marketing-

Marketing is organisational function. and set of processes ^{satisfactional} communicating, delivering value to the consumer. and managing relationship that way benefit to organisation & its stakeholders

Core concepts of Marketing.



Q3

- 1) Needs, wants, Demands
- 2) Goods/services
- 3) Product
- 4) Utility
- 5) Customer value
- 6) Exchange & Transaction
- 7) relationship betn market & networks
- 8) Customer satisfaction
- 9) Customer Delight
- 10) Customer loyalty
- 11) Market
- 12) Marketer.

all of this are core concept in marketing

1) Needs, wants, Demands-

There are 3 main element in marketing such as need, want, Demand.

1) Need - The basic element is a need in marketing need is involve a shelter. The basic need is shelter in human being.

The fulfill the basic need is dependant in culture & social Environment. The basic need is shelter one not at roadlines & footpath.

2) Wants - It is refer to regarding a particular things, in marketing task, as compare to needs a person may have house in clean area.

Q.3

3> Demands - Customer willingness & ability to pay & buy product.

2> Goods / Services.

In many marketing product comparison betⁿ goods / services components betⁿ goods / services, which product may tangible & intangible in nature.

Goods are pure tangible & Services are pure intangible.

1> Good Oriented Product

2> Facility oriented services

3> Customer oriented services -

3> Product - Product is a bundle of physical services & symbolical particulars, expand satisfied to the customer.

Products are tangible & Intangible in nature.

4> Utility - In Economic utility is important concept which is in marketing utility to measure ability to desirability, communicating in particular task.



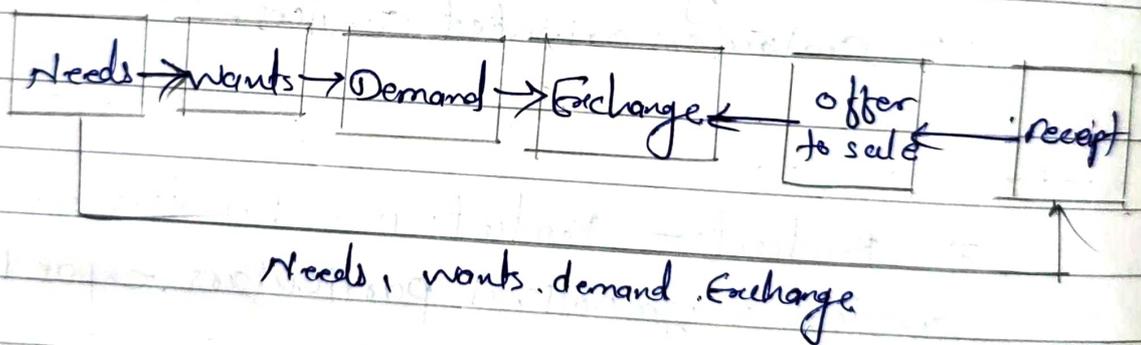
Q.3

- 1) Form utility
- 2) Time utility
- 3) Place utility
- 4) consume utility

5) Customer value -

customer value = $\frac{\text{benefits to product}}{\text{The Acquiring the product}}$

6) Exchange / Transaction -



Transaction - Transaction is nothing but transaction betⁿ goods / services in two parties.

7) Relationship betⁿ market & network -

In integrated marketing long-term relationship betⁿ marketing & customer large number of customer betⁿ relationship is called as relationship, market & network

Q3

8) Customer satisfaction - In a marketing customer satisfaction when a measure a how customer satisfied with buying & selling product to particular task & utility to provide & to organisation/ Company

9) Customer Delight - In customer delighted when he expected more than he has expected then customer delight ^{gives} but in situation he has not satisfied needs & wants he also give more things is called customer Delight

10) Customer loyalty - In customer loyalty mouth to mouth communication customer have trust to find out customer behaviour.

11) Market - Market which is place to buy & purchase any thing in any region of people market is place to buying some things

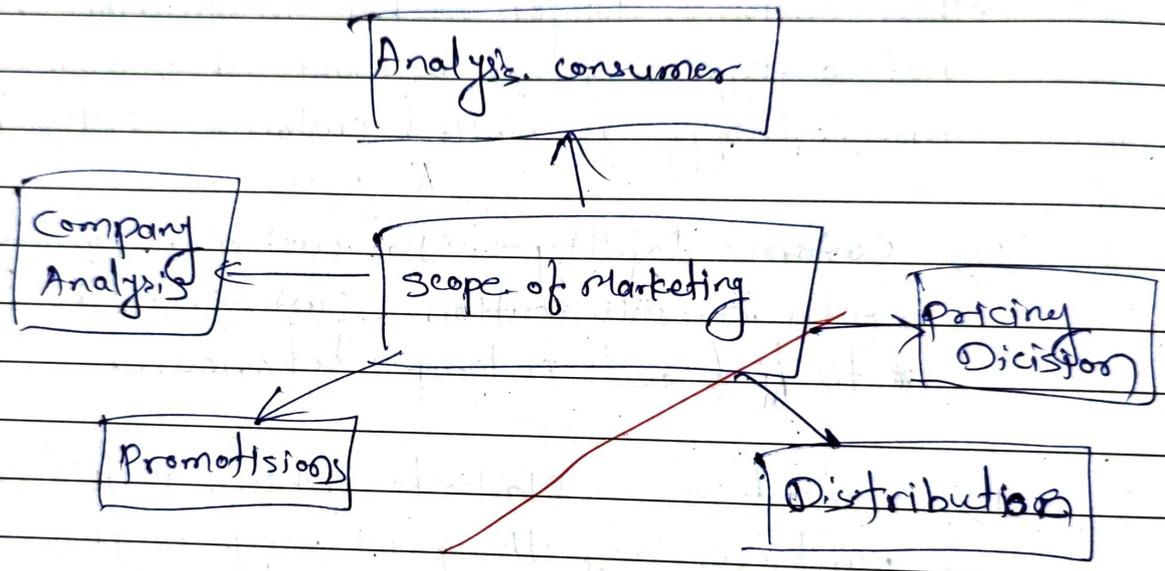
12) Marketer - seller of goods / services of product behalf of the organisation



Q-2

A.

scope of marketing
marketing is the qualitative to the customer that there are buying & selling the product to which are the managing.



scope of marketing



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A -

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Day & Date : Sept / 9 / 11 / 2019 Examination :

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- A
- 1) Analysis consumer
 - 2) Company analysis
 - 3) Promotions
 - 4) Distribution
 - 5) Pricing Division

1) Analysis consumer - In a marketing analyse the data research is important factor. To analysis



Q2

A

analyses consumer needs, wants, demands & other things recognition & make a product to analyse location, things.

2) Company analysis - company analysis is scope of marketing such things are satisfied customer & delighted customer thought things they are produce these are analyse the company

3) Promotion - Promotion is key function in marketing promotion is undertaken by a marketing department. promotion is used later after producing product.

4) Distribution - Distribution is most important concept in marketing. distribute product to production house to final destination which ways are road, Air, water, distribution is concept is also included in marketing department.

5) Pricing Decision - In pricing is most important thing in marketing. all benefit of organisation is depend upon price of that product. price marketer are find price of particular product.

Importance of Marketing

- 1) Market Analysis
- 2) Research
- 3) Buying function
- 4) Exchange function
- 5) Production
- 6) Develop & Design
- 7) Promotion
- 8) standard & grading
- 9) Pricing
- 10) Facilities
- 11) Distribution
- 12) Customer support
- 13) ..



- 11) Customer relationship management (CRM) deals with all aspects of acquiring, keeping, and growing customers.
 a) True b) False
- 12) Market offerings are limited to physical products.
 a) True b) False
- 13) Outstanding marketing companies go to great lengths to learn about and understand the customers needs, wants, and demands
a) True b) False
- 14) The art and science of selecting target markets and developing profitable relationships with those markets is called marketing
a) Profiles b) Selection c) Management
- 15) Business buyer behavior includes retailers and wholesalers who buy things with the purpose of making a profit.
 a) True b) False
- 16) is demand that ultimately comes from the demand for consumer goods.
a) Consumer Demand b) Marketing Demand c) Derived demand
- 17) The final step in the buying decision process is getting the rebate.
a) True b) False
- 18) Maslow's hierarchy of needs are psychological, safety,, esteem, and self actualization.
 a) Social b) Economical c) Educational
- 19) Consumer behavior refers to the buying behavior of final customers.
 a) True b) False
- 20) Attitude is a person's relatively consistent evaluations, feelings and tendencies toward an object.
 a) True b) False

Match the pairs (5 marks)

Sr. No	Factors	Comprise of
1	Cultural Factors	(a) Religious and professional institutions, trade unions.
2	Primary membership groups	(b) Family, Friends, neighbors and colleagues
3	Secondary membership groups	(c) Racial groups, family, friends
4	Personal Factors	(d) Consistent responses to the environment
5	Personality and self concept	(e) Age, stage in lifecycle, occupation, economic conditions

Answers: 1)..... c 2)..... b 3)..... a 4)..... e 5)..... d

***** ALL THE BEST*****



Megha Satyawar Bhosale

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Assignment No 1

Q. 1

What is the difference between sales and marketing? explain with suitable examples.

Point	Sales	Marketing
Meaning	The act of transfer of ownership of product from the manufacturer to the ultimate	Marketing is understanding the requirement of the customers in such a way that.



	customer in exchange of money or any other consideration is known as sales	whenever any new product is introduced it sells itself.
orientation	product oriented	customer oriented
Approach	Fragmented approach	Integrated approach
Focus	company needs	Market needs
Scope	Related to flow of goods to customer	Related to all the activities which facilitates flow of goods to customers.
Duration	short term	Long term
Objective	To instigate shoppers in such a way that they turn out as buyers	To identify the needs of customers and create products to satisfy those needs
Relationship	one to one	one to many



Target	Individual or small group	General public
scope	One product is created to satisfy the requirement of a customer.	Advertisement, sales, Research, Customer satisfaction, After sales services etc.
Activity Related to	person	Medic
Process	Involves exchanging of goods for adequate consideration	Entails identifying and satisfying customer's needs.
Rule	caveat emptor	Caveat vendor

Example :-

Mr. James wants to open a shop in a suburban area whose population is around 20,000, which offer all Indian cuisines to the customer, as the area is not having one. For which he arranges money, opens a shop at rent, purchase furniture and other stuff, hire some good chefs, but after three to four months you find that all his



savings and borrowed money are ending because there are not enough customers, to give you good returns.

After that, he decides to ~~advertise~~ ~~rise~~ your restaurant, through various media like radio, televisions, posters, etc., and the results are positive. and he started getting good profit from the shop, and the reason is marketing and sales.

8

Q.2

What is macro environmental analysis explain in detail with a real example

The macro environment affects every business. It consists of many factors that, if left unchecked, can destroy a business.

To reduce the affects of negative factors, you must first understand what macro environment analysis is and how to do it yourself.

To do macro environment analysis it's wise to utilize accurate tools which are built for this specific study. In this case, it's PEST analysis. PEST analysis examines the influences of political, economic, social and technological factor



of a business.

Political factors &

Political factors may be related to the government. They consist of legislative bills, tax policies, health and safety laws, and government stability. The average businessman can't lower taxes or introduce new legislation that'll affect the entire economy. They must instead understand these factors on a grand level and ensure their business aligns to laws, regulations, and policies.

Economic factors &

Economic factors, as discussed above, are related to inflation taxes, unemployment, and the recession. While people in business can track trends and implement planning, many businesses are not recession proof.

Social factors &

Social factors consist of people they buy products based on many different factors. This includes their demographic location, ethnic background, social status, immediate needs, lifestyle change & trends.



They can't convince these consumers that unhealthy foods are the correct purchasing decision for them. The consumers choose this. It's important to listen to consumers, on a macro level, than waste efforts attempting to change their mind. There's always another business they can go to, after all.

Technological factors &

Technological factors are often referred to advancements in technology. Not only technology used to develop and deliver products to consumers. But also the technology used to run businesses efficiently. The company who is fastest with the best agile technology, can easily out beat the competition in any market. Keeping an eye out on which technology is used in the industry can mean life or death for the firm.

Example^o

India has around sixteen percent of the world's population and second to china. Also, India has a relatively younger population compared to china. Therefore, many international companies are targeting India



as a potential market for various product/services

Q. 8

What do you understand by market segmentation. Explain market segmentation with a real example of your choice.

Concept of Market segmentation:-

The market contains of product and they differ from each other in their specifications, quality, durability as well as prices. The customers also differ from each other habits, preferences, hobbies income, culture, purchase decisions, etc.

According to Philip Kotler,

"The purpose of market segmentation is to determine difference among them or marketing to them

Need for Market Segmentation

- ① Meeting the needs and demands of customers:
Different customers have different types of needs and demands. By segmenting a large market, customers of different segment can be offered products or services which provide them higher level of satisfaction



② Increasing Profits for organisations:-

The price sensitivity of customers varies in accordance with their disposable incomes. By segmenting the market, organisations can increase their average price of the products and services, thereby improving their profits.

③ Greater chances for growth:-

segmentation of a market can lead to high volume of sales. For example, a customer can be lured or motivated to purchase a product in future when a firm offers first sample of the product at an introductory price which is very low.

④ Retain Customer Base:-

customers go through various types of transaction phases such as they become adults, start working, get married, have children, get promotion and hence keep on changing their purchasing pattern.

⑤ Gain share of market segment:-

The profitability of any organisation cannot be increased until it has a substantial or major market share. Brands that are less popular in the market may face problems such as



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Criteria for effective segmentation

① Measurable

while establishing a market segment, the consumers of the product are counted along with their financial status and characteristics. The number of such consumers should be enough to be measured with ease

② Substantial

The size of the segment should be sub-



essential so that suitable marketing strategies can be adapted which is convenient to all. The products should be supplied as per consumer preferences like quality wise, i.e. in small or big packs.

③ Accessible &

the product and market segment should be compatible in price and financial status of the population. The location of the segment should have easy transportation facility for smooth flow of the product.

④ Differentiable &

the marketing managers should clearly differentiate between the different segment since each segment requires different strategy for marketing.

⑤ Actionable &

A well-defined market segmentation is always actionable on the part of the consumers, who are captivated by the products, services, advertisements and marketing strategies and as a result indulge in purchasing activity. The product placed at reasonable price coupled with marketing efforts is bound to bring favourable returns.



Benefits of Markets Segmentation:

① Adjustment of product and Market Appeals:

Marketing is a complex activity but segmentation has slightly simplified it. This gives an opportunity to analyse each segment separately and make adjustments to attract maximum number of customers by suitable advertisement or other attractions.

② Better position to spot marketing opportunities:

Depending upon the sales volume of the product in different segments, the marketer can make alterations in distribution or advertisements. The inputs from market research can further help in modifying marketing strategies.

③ Allocation of Marketing budget:

Different segments generate different sales volumes. This helps to analyse and regulate the budget allocated. Budget can be curtailed or directed to other progressing segments.

④ Reduces costs:

Market segment is a smaller portion of the market which can be operated econo-



mically. This may lead to reduction in transportation costs, advertisement costs, manpower paper work and time.

Examples :-

Demographic market segmentation examples

- Age
- Gender
- Income
- Location
- Family situation
- Annual Income
- Education
- Ethnicity

Psychographic market segmentation examples

- Personality traits
- Values
- Attitudes
- Interests
- Lifestyles
- Motivations
- Priorities

Behavioral market segmentation examples

- Purchasing habits
- User status
- Spending habits
- Brand interactions

Geographic market segmentation examples

- ZIP code
- City
- Country
- Climate
- Urban or rural
- Pedicels around a certain location.



Name : Sarvesh Surendra Hadke

Std : FY MBA

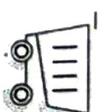
Subject : Basics Of Marketing

Topic : Marketing Concept of FMCG Sector

Roll No : 32



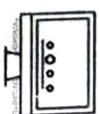
What is Marketing?



Product



Price



Place



Promotion

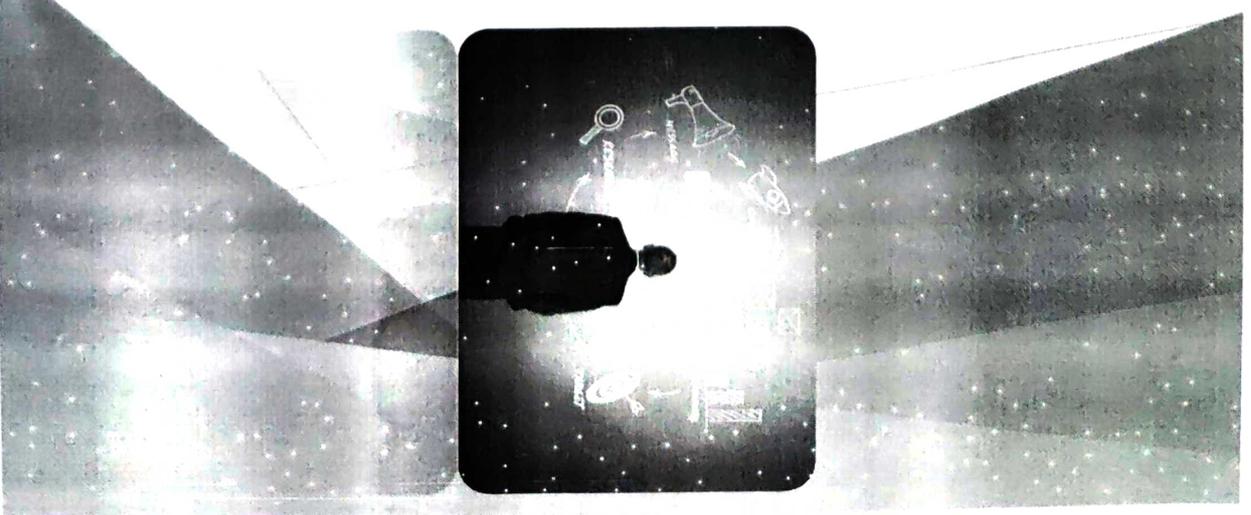
Investopedia

Marketing Concept

Marketing refers to activities a company undertakes to promote the buying or selling of a product or service. Marketing includes advertising, selling, and delivering products to consumers or other businesses. Some marketing is done by affiliates on behalf of a company.



- ❖ Professionals who work in a corporation's marketing and promotion departments seek to get the attention of key potential audiences through advertising. Promotions are targeted to certain audiences and may involve celebrity endorsements, catchy phrases or slogans, memorable packaging or graphic designs and overall media exposure.
- ❖ Marketing makes use of the "marketing mix," also known as the four Ps—product, price, place, and promotion.
- ❖ At its core, marketing seeks to take a product or service, identify its ideal customers, and draw the customers' attention to the product or service available.



Analysis Of FMCG Market Leader ITC

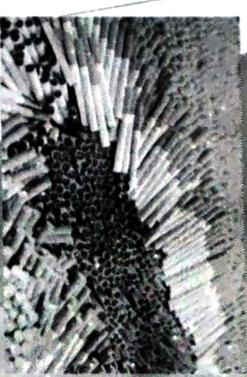
- ▶ Introduction
- ▶ ITC, also known as India Tobacco Company Limited, is one of India's oldest and finest conglomerates, having made fame on the back of its marketing efforts. It provides consumer goods, travel and hospitality, technology solutions, healthcare, and services to enterprises across industries.
- ▶ ITC Limited is an Indian multinational conglomerate company that was incorporated in 1910 under the name Imperial Tobacco Company of India Limited, later the company was renamed in 1970 as India Tobacco Company Limited. Since then, it has emerged as a multi-market conglomerate with business and is associated with several industries like Fast-moving consumer goods (FMCG), hotel and services, information and technology, agri-business, and packaging.



ITC
ITC Limited

ITC Products

- ▶ It sells cigarettes, which includes gold flake kings, wills navy cut, gold flake superstar, and India kings are some of its major brands.
- ▶ In terms of packaged foods, it has ranked in the first place and some of its food brands are Bingo, Sunfeast, Aashirvaad, and Yippee.
- ▶ The company sells lifestyle clothing under brands like Wills Lifestyle.
- ▶ They also provide skin and hair care products related to personal care.
- ▶ It is also involved in the stationary industry which includes classmates and color crew.
- ▶ It manufactures and sells safety matches.
- ▶ The company is engaged in the hotel and service industry and ranks as India's second-largest hotel chain.
- ▶ It is involved in paperboards and produces high-quality paper.
- ▶ The business provides global and domestic markets with services such as printing packaging.
- ▶ ITC InfoTech Limited is a subsidiary and operates the company business sector



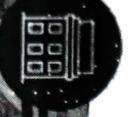
FMCG BUSINESSES

- Spanning Branded Packaged Foods, Personal Care Products, Education and Stationery, Products, Inhouse Stocks (Acridants), Safety Matches, and Cigarettes
- India's leading FMCG Marketer
- ITC Foods - 3rd largest in India
- Over 25 Indian Brands Delivering World-class Products and Services
- Attained Leadership Position in Several Categories



HOTELS

- India's leading Hospitality Chain
- 109 Properties - 4 Brands
- Trailblazer in Responsible Luxury
- ITC's Premium Luxury Hotels are LEED® Platinum Certified
- Globally Acknowledged for its Branded Cuisine



PAPERBOARDS & PACKAGING

- Market leader in the Indian Paperboard & Specialty Papers Segment
- India's largest Integrated Facility, an Icon of Environmental Stewardship
- 30+ B2B Brands with Innovative & Differentiated Offerings
- Large-scale Afforestation Programme covering more than 8,00,000 acres
- The Packaging and Printing Business offers Comprehensive Packaging Solutions and is a Clear Market Leader in Paperboard Packaging Segment



AGRI BUSINESS

- India's Foremost Integrated Agri Business Enterprise
- Providing End-to-End Solutions across the Agri Value Chain
- Pioneer in Rural Transformation
- ITC e-Choupal: Empowering Over 4 Million Farmers across 35,000 Villages
- Largest Private Sector Procurer of Wheat in India
- Spearheading Climate Smart Agriculture



Marketing Mix of ITC

ITC Price Strategy

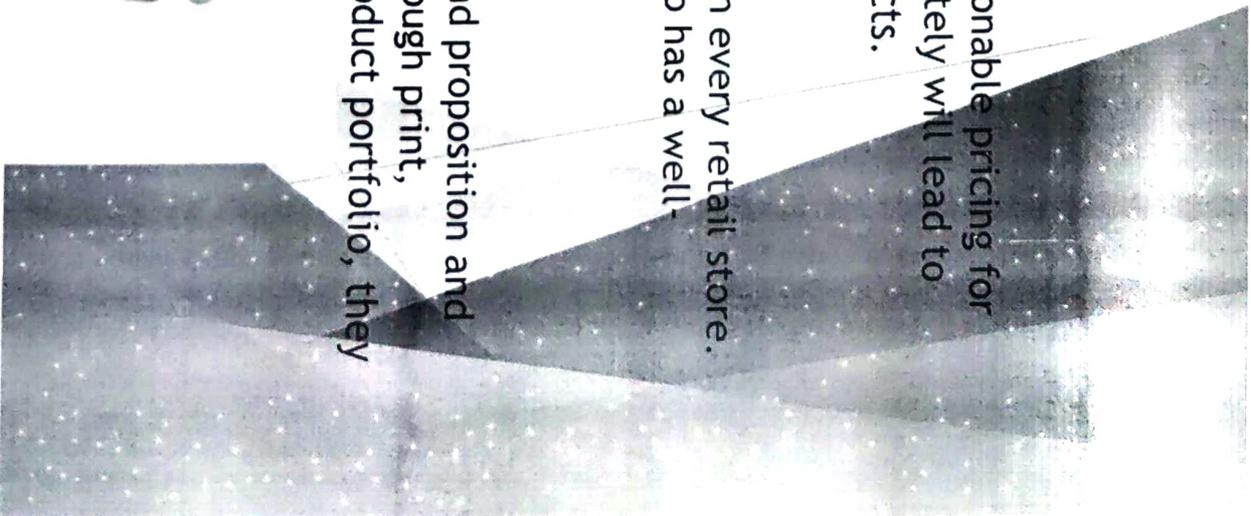
- ▶ The company has adopted premium pricing policies for luxurious products and reasonable pricing for the middle-class segment which will eventually help in generating sales and ultimately will lead to better revenue figures. They follow different pricing strategies for different products.

ITC Place Strategy

The company's distribution channel is widespread and thus its products are available in every retail store. It has a strong distribution channel as it delivers the product quickly as possible. It also has a well-established manufacturing and logistics distribution network.

Promotional Strategy

The promotion strategy of the company has something unique keeping in mind its brand proposition and its target audience. It promotes its product on various social media platforms also through print, television, and radio. The brand presence is well-diversified due to their extended product portfolio, they also have different brand ambassadors for different brands.



SWOT Analysis of ITC

Strength

- ▶ It has a strong brand presence in various businesses
- ▶ They have excellent research and development facilities.
- ▶ It has a deep distribution channel.

Weakness

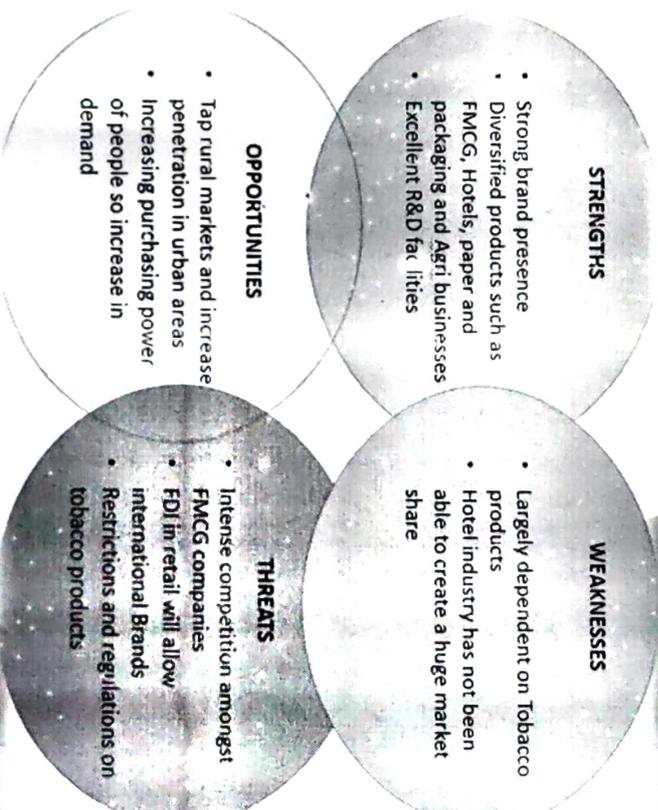
- ▶ ITC is still recognized as a tobacco company.
- ▶ There is an increase in tax on tobacco and cigarettes.

Opportunities

- ▶ The company has the opportunity to get into the untapped rural market.
- ▶ Mergers & Acquisitions to strengthen the brand.
- ▶ More publicity to hotel chains to increase market share.
- ▶ Increasing purchasing power of people thereby increases demand.

Threats

- ▶ It faces major competition from both domestic and international players.
- ▶ Strict regulations and increasing taxation in the cigarette business
- ▶ Slowdown growth in the rural market.



ITC Marketing Strategy

► Segmentation, targeting, positioning of ITC

► As a brand, it serves the needs of a diverse range of market groups by segmenting the population based on common types of features. A mix of regional demographic and psychographic segmentation factors such as occupation, income level, gender, age, area, behaviour, etc. are used by ITC.

► Distribution strategy of ITC

► The company operates with its own distribution channel, goods are made available to wholesale distributors through carried & forward agents (CFAs), which are then transmitted directly or through small, wholesale, dealers to retailers in cities to meet customers in the most remote areas of the nation.

► Target Audience of ITC

► With its diverse range of goods and services, ITC caters to consumers from the 5-60 age group with its products ranging from Candyman, Mint-o to Aashirvaad, etc. ITC meets the needs of different companies in the B2B market, as well as ITC Infotech in the IT sector and ITC Hotels in the hospitality sector.



▶ ITC Digital Marketing Strategy

- ▶ A digital presence simply refers to how your business appears online and how you manage your brand on various social media platforms. Following is the social media presence of ITC on Facebook, Instagram, and Twitter.



Internal Exam Paper HR Operations 2020

19 responses

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Name of the Students

19 responses

Pranali Maruti Mangutte

Aniket sakhare

Tejas sarjerao kale

Jagtap rupali dattatray

Gauri Narendra Kudale

Poonam Pandurang Dongare

Pooja Sanjay Kashid

Yukta Nirgude

Roshan Bhaskar Lonkar

Pooja Dukare

Adesh Ganesh Bhandari

Gouri sonwalkar

Harshad hanumant undre

Aishwarya Gaikwad

KAMBALE PANDURANG DATTU

Sayali Sunil Girme

Chhaya khabale

Akash patil

Ganesh Anna Dhaigude



Roll No.

19 responses

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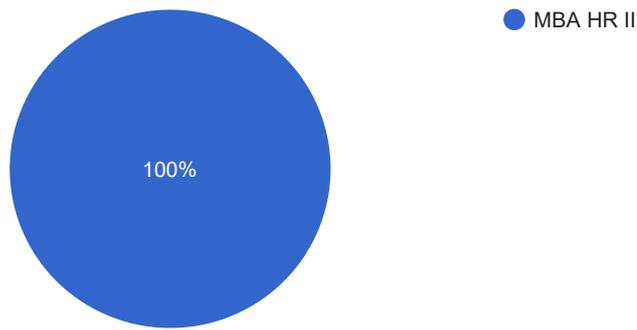
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Class

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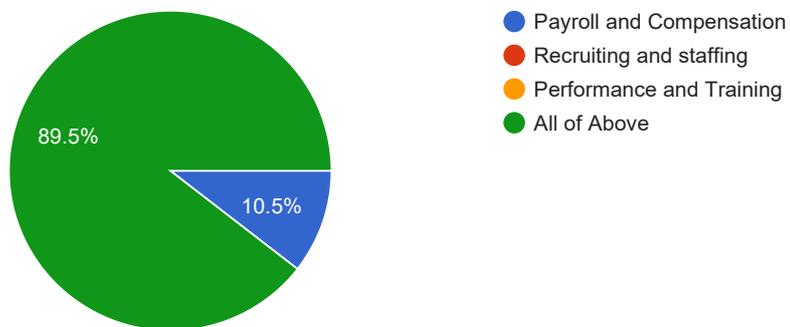
19 responses



Q.1 An HR administrator is responsible for a wide range of duties including

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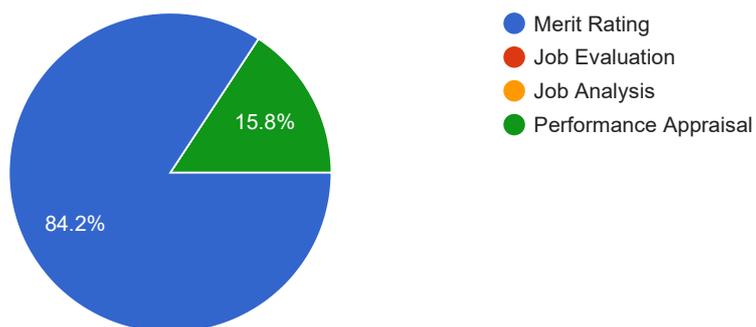
19 responses



Q.2 _____ of an employee is the process of evaluating the employee performance of the job in terms of the requirements of the job.

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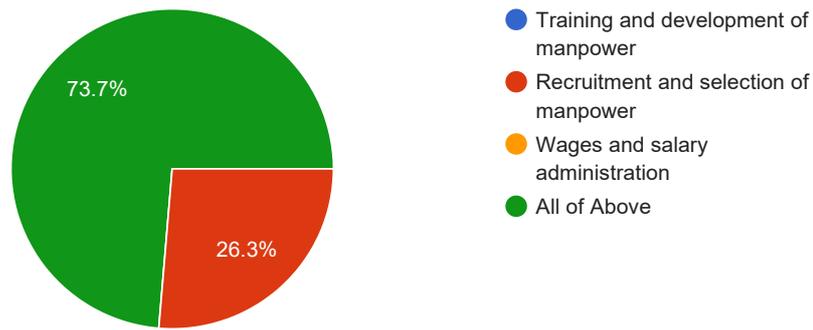
19 responses



Q 3-The following is a functions of Personnel Administration

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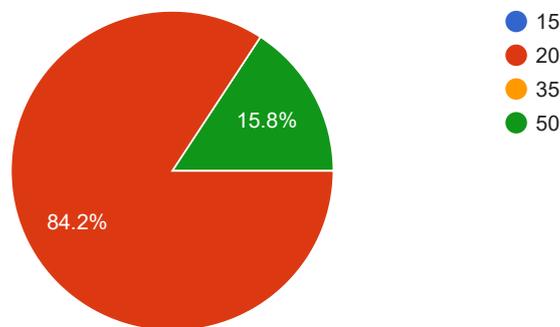
19 responses



Q.4. Minimum persons must be employed in an establishment for the applicability of the PF act.

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19 responses



Q.5. Which of the following statements about The Employees' Provident Funds and (Miscellaneous Provisions) Act are true?

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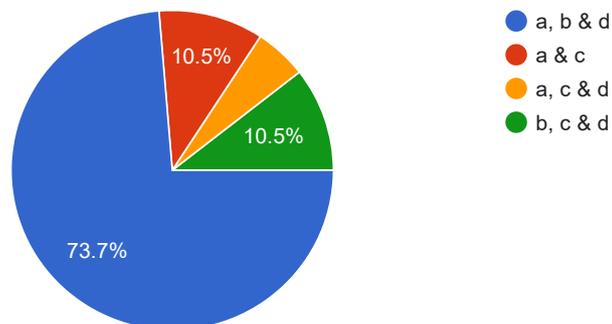
(A). The Act is not applicable to cooperative societies employing less than 50 persons working with the aid of power.

(B). It makes provision for pension scheme, including family pension.

(C). There is no wage limit to be covered under the Act.

(D). The Act has a provision relating to Employees' Deposit-linked Insurance Scheme.

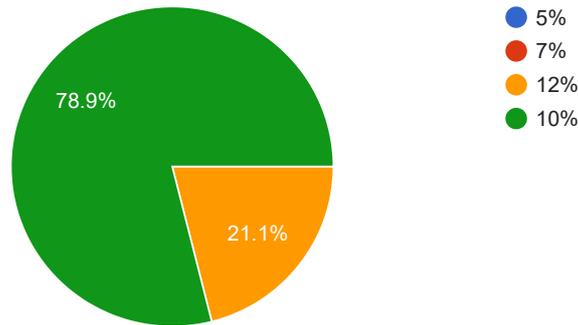
19 responses



Q.6. The contribution which shall be paid by the employer to the Provident Fund shall be

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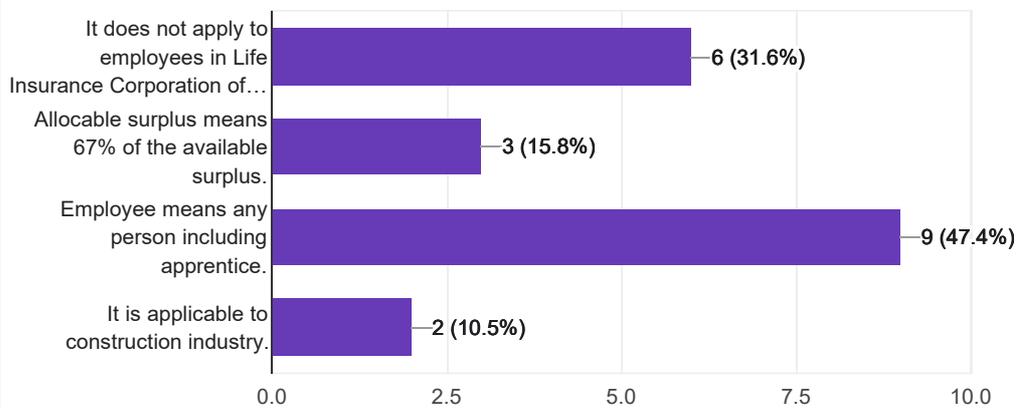
19 responses



Q.7 Which of the following statements is correct as per the Payment of Bonus Act, 1965?

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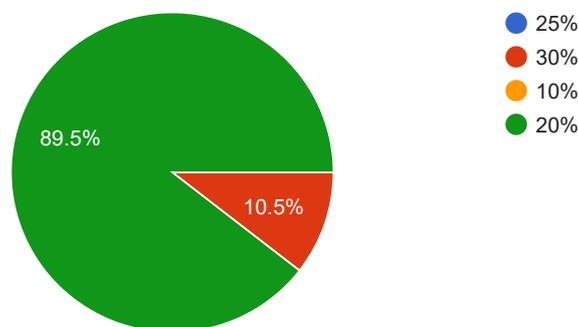
19 responses



Q.8 If in an accounting year, the allocable surplus calculated after taking into account the amount 'set on' or the amount 'set of' exceeds the minimum bonus, the employer should pay bonus in proportion to the salary or wages earned by the employee in that accounting year subject to a maximum of ----- % of such salary or wages.

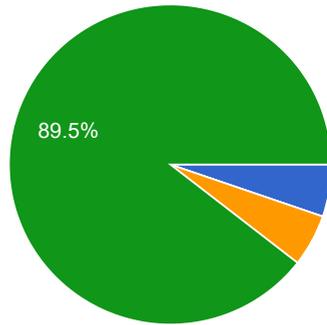
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19 responses



Q.9 The eligibility condition for obtaining gratuity under the Payment of Gratuity Act, 1972 is [Copy](#)

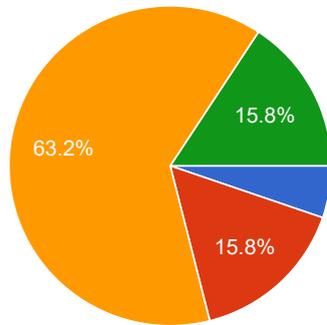
19 responses



- Completion of 2 years of Service
- Completion of 3 years of Service
- Completion of 4 years of Service
- Completion of 5 years of Service

Q.10 The formula for calculating gratuity is [Copy](#)

19 responses



- $\text{Gratuity} = (\text{Monthly Salary}/25) \times 15 \times \text{No. of years of service}$
- $\text{Gratuity} = (\text{Monthly Salary}/30) \times 15 \times \text{No. of years of service}$
- $\text{Gratuity} = (\text{Monthly Salary}/26) \times 15 \times \text{No. of years of service}$
- $\text{Gratuity} = (\text{Monthly Salary}/15) \times 15 \times \text{No. of years of service}$



Q.11 Explain the following terms A) Available and Allocable Surplus B) Minimum and Maximum Bonus

19 responses

Allocable surplus-

Where for any accounting year, the allocable surplus exceeds the amount of maximum bonus payable to the employees in the establishment under section 11, then, the excess shall, subject to a limit of twenty per cent. of the total salary or wage of the employees employed in the establishment in that accounting year, be carried forward for being set on in the succeeding accounting year and so on up to and inclusive of the fourth accounting year to be utilized for the purpose of payment of bonus in the manner illustrated in the Fourth Schedule. (2) Where for any accounting year, there is no available surplus or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees in the establishment under section 10, and there is no amount of sufficient amount carried forward and set on under sub-section (1) which could be utilized for the purpose of payment of the minimum bonus, then, such minimum amount or the deficiency, as the case may be, shall be carried forward for being set off in the succeeding accounting year and so on up to and inclusive of the fourth accounting year in the manner illustrated in the Fourth Schedule. (3) The principle of set on and set off as illustrated in the Fourth Schedule shall apply to all other cases not covered by sub-section (1) or sub-section (2) for the purpose of payment of bonus under this Act. (4) Where in any accounting year any amount has been carried forward and set on or set off under this section, then, in calculating bonus for the succeeding accounting year, the amount of set on or set off carried forward from the earliest accounting year shall first be taken into account.

Available surplus-

The available surplus is calculated taking into account the gross profit after making adjustments of depreciation, development allowance, direct taxes of the current accounting year and all the sums specified under Schedule 3 of the Act. This gross profit has to be added to the direct taxes in respect of the gross profit for the preceding year, deducting from it the direct taxes which has been adjusted to the gross profits that are reduced to the amount of bonus, for the immediately preceding year.

Meaning of "available surplus" and "allocable surplus"

Bonus payable under the Act is linked with profits. The employer has to calculate "gross profits" of his establishment in the manner specified in section 4. Then, from "gross profits" so calculated he has to deduct the sums referred to in section 6 as prior charges. The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called "allocable surplus."

Where, in respect of any year the allocable surplus exceeds the amount of minimum bonus payable to the employees' the employer must pay to every employee in respect of that year bonus in proportion to the salary or wage earned by the employee during the year subject to a maximum of twenty per cent of such salary or wage.

Principle of set on and set off of allocable surplus

Where for any year the allocated surplus exceeds the amount of maximum bonus payable to the employees, then, the excess shall, subject to a limit of twenty per cent of the total salary or wages of the employees, be carried forward for being set on in the succeeding year and so on to be utilised for the purpose of payment of bonus.

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MINIMUM BONUS

The employer is bound to pay to his employees every year a minimum bonus of 8.33% of salary or wage or Rs. 100, whichever is higher, whether he has any allocable surplus or not.

MAXIMUM BONUS



When in any year the allocable surplus exceeds the amount or minimum bonus payable to the employees, the maximum bonus payable by the employer to his employees in that year is 20% of the salary or wage.

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You Are At : Services >> Labour Law Consultancy >> The Payment of Bonus Act, 1965

The Payment of Bonus Act, 1965

The payment of Bonus Act provides for payment of bonus to persons employed in certain establishments of the basis of profits or on the basis of production or productivity and for matters connected therewith.

It extends to the whole of India and is applicable to every factory and to every other establishment where 20 or more workmen are employed on any day during an accounting year.

In Maharashtra, act is applicable to establishments employing 10 or more employees.

ENTITLEMENT

Every employee who is drawing a salary or wage up to Rs.10, 000 per, month and who has worked for minimum period of 30 days in a year entitled to be paid bonus.

Every employee drawing salary between Rs 3500/- and Rs 10000/- per month. Bonus payable is to be calculated considering his salary as Rs 3500/- pm.

AMENDMENT EFFECTIVE FROM 1st APRIL 2014

The wage threshold for determining eligibility of employees has been revised from INR 10,000 to INR 21,000 per month, covering a larger pool of employees.

The calculation ceiling of INR 3500 has now been doubled to INR 7000 per month "or the minimum wage for the scheduled employment, as fixed by the appropriate Government" (whichever is higher).

TIME LIMIT FOR MAKING PAYMENT OF BONUS TO THE EMPLOYEES

Bonus to be paid within eight months from the expiry of the accounting year

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Bonus payable under the Act is linked with profits. The employer has to calculate "gross profits" of his establishment in the manner specified in section 4. Then, from "gross profits" so calculated he has to deduct the sums referred to in section 6 as prior charges. The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called "allocable surplus."

Where, in respect of any year the allocable surplus exceeds the amount of minimum bonus payable to the employees' the employer must pay to every employee in respect of that year bonus in proportion to the salary or wage earned by the employee during the year subject to a



maximum of twenty per cent of such salary or wage.

Principle of set on and set off of allocable surplus

Where for any year the allocated surplus exceeds the amount of maximum bonus payable to the employees, then, the excess shall, subject to a limit of twenty per cent of the total salary or wages of the employees, be carried forward for being set on in the succeeding year and so on to be utilised for the purpose of payment of bonus.

Where for any year there is no available surplus, or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees, and there is no amount or sufficient amount carried forward and set on which could be utilised for the purpose of payment of the minimum bonus, then, such minimum amount or the deficiency, as the case may be, shall be carried forward for being set off in the succeeding year and so on.

FORMS & REGISTER UNDER THE ACT

Form A - Computation of the Allocable surplus

Form B - Set-on and Set-off of Allocable surplus

Form C - Bonus paid to employees

Form D - Annual Return - Bonus paid to employees

PENALTY

Imprisonment up to 6 months, or with fine up to Rs 1000/- or with both.

Labour Law Consultancy

The Shop and Establishment Act, 1948

The Labour Welfare Fund Act, 1953

The Employees Provident Fund and MP Act, 1952

*Available and allocable surplus

The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called "allocable surplus." The principle of set on and set off of allocable surplus is as follows: Where for any year the allocable surplus exceeds the amount of maximum bonus payable to the employees, then, the excess shall, subject to a limit of twenty per cent of the total salary or wages of the employees, be carried forward for being set on in the succeeding year and so on to be utilised for the purpose of payment of bonus. Where for any year there is no available surplus, or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees, and there is no amount or sufficient amount carried forward

Minimum and maximum bonus

The minimum bonus of 8.33% is payable by every industry and establishment under section 10 of the Act. The maximum bonus including productivity linked bonus that can be paid in any accounting year shall not exceed 20% of the salary/wage of an employee under the section 31 A of the Act.

The Lok Sabha has approved amendments to the Payment of Bonus Act that seeks to make more workers eligible for bonus by raising the monthly pay eligibility limit of employees to Rs 21,000 from Rs 10,000.

The Payment of Bonus Act, 1965 provides for a minimum bonus of 8.33 percent of wages. The salary limited fixed for eligibility purposes is Rs. 3,500 per month and the payment is subject to the stipulation that the bonus payable to employees drawing wages or salary not exceeded to Rs.



Allocable surplus exceeds amount of minimum bonus payable to the employees under that section 10 . Available surplus is the account of gross profit after making adjustment of the depreciation development allowance. minimum bonus is the 8.33 percent of wages . Maximum bonus is 20 percent of wages.

Allocable Surplus [Section- 2 (4)]: Allocable surplus means:

In relation to an employer, being a company (other than a banking company) which has not made the arrangements prescribed under the Income tax Act for the declaration and payment within India of the dividends payable out of its profits in accordance with the provisions of section 194 of that Act, 67% of the available surplus in an accounting year. In any other case, 60% of such available surplus. [Sec. 2(4)].

Available Surplus (Sec. 2(6)):

Available surplus means the available surplus computed under section 5.

According to Section 5, the available surplus in respect of any accounting year is the gross profit for that year after deducting there from the sum referred to in Section 6.

Providing that the available surplus in respect of the accounting year commencing on any day in the year 1968 and in respect of every subsequent accounting year shall be the aggregate of —

The gross profits for the accounting year after deducting there from the sum referred to in Section 6.

An amount equal to the difference between. The direct-tax calculated according to the provision of Section 7, in respect of an amount equal to the gross profits of the employer for the immediately preceding accounting year.

The direct tax calculated as per the provision of Section 7, in respect of an amount equal to the gross profits of the employer for such preceding accounting year after deducting there from the amount of bonus which the employer has paid or is liable to pay to his employees in accordance with the provisions of this Act for that year.

MINIMUM BONUS

→→ According to section 10 of the PB act 1965,

“every employer shall be

↓

bound to pay

↓

to every employee

↓

in respect of the accounting year.”

→So here, A minimum bonus shall be 8.33% of the salary and wages earned by the employee in the accounting year or 100 rupees among them which are higher is given to the employee.

According to section 13 of this act,

Where an employee has not worked for all the working days

↓

in an accounting year

↓

Then Minimum bonus 100 Rupees or In some case 60 Rupees.

In any case, the bonus is higher than 8.33% of his salary or wages for the days he worked in that accounting year then proportionately it's reduced. So, employees regularity is very essential for the bonus.

In a short way, 8.33 % of the salary is payable as a Bonus to the employee by its employer. After coming into force of this Act, the bonus has become an implied term of employment not



dependent upon the profits.

Employees are entitled to a festival bonus only if there is an implied agreement or it is paid as a customary bonus.

The minimum bonus under the Act is a right vested in an employee under a statute.

The Right to take the minimum bonus is a legal right of the Employee.

The right to minimum bonus is a statutory right that vests in the employee and no further adjudication of the right to the payment of minimum bonus is called for. It constitutes an existing statutory right

The denial of this right by the employer does not render it an industrial dispute calling for adjudication by way of reference under Section 10 of the Industrial Disputes Act read with Section 22 of the Payment of Bonus Act.

A claim for the payment of a minimum bonus cannot constitute an industrial dispute within the meaning of Section 22 of the Payment of Bonus Act. However, for the enforcement of this right, an employee can file an application under Section 33-C(2) of the Industrial Disputes Act. Section 10 of the Payment of Bonus Act fixes the amount of bonus payable by an employer to every employee from the allocable surplus in respect of the accounting year.

Maximum Bonus

Mainly section 11 of the payment of the bonus act deals with maximum bonus pay to employees by the employer.

Where in respect of any accounting year

↓

referred to in section 10

↓

the allocable surplus exceeds the amount of minimum bonus payable to the employees under that section

↓

the employer shall

↓

in lieu of such minimum bonus

↓

be bound to pay to every employee in respect of that accounting year bonus

↓

which shall be an amount in proportion

↓

to the salary or wage earned

↓

by the employee during the accounting year subject to

↓

a maximum of twenty per cent, of such salary or wage.

In a short way, their maximum bonus is 20% of the salary and wages of the Accounting year.

Conclusion 3 Minimum & Maximum bonus

→ There is compulsory to pay the bonus to the employee by the employer by the payment of the bonus act.

According to section 10 of the payment of the bonus act, the minimum bonus is 8.33% of the salary or 100 rupees among them which is higher is payable to employees.

According to section 11 of the Payment of the bonus act maximum bonus is 20% of the salary.



Meaning of "available surplus" and "allocable surplus"

The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of (4) of section 2 is called "allocable surplus."

Bonus payable under the Act is linked with profits. The employer has to calculate "gross profits" of his establishment in the manner specified in section 4. Then, from "gross profits" so calculated he has to deduct the sums referred to in section 6 as prior charges. The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called "allocable surplus."

Where, in respect of any year the allocable surplus exceeds the amount of minimum bonus payable to the employees' the employer must pay to every employee in respect of that year bonus in proportion to the salary or wage earned by the employee during the year subject to a maximum of twenty per cent of such salary or wage.

Principle of set on and set off of allocable surplus

Where for any year the allocated surplus exceeds the amount of maximum bonus payable to the employees, then, the excess shall, subject to a limit of twenty per cent of the total salary or wages of the employees, be carried forward for being set on in the succeeding year and so on to be utilised for the purpose of payment of bonus.

Where for any year there is no available surplus, or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees, and there is no amount or sufficient amount carried forward and set on which could be utilised for the purpose of payment of the minimum bonus, then, such minimum amount or the deficiency, as the case may be, shall be carried forward for being set off in the succeeding year and so on.

THE PAYMENT OF BONUS ACT, 1965

The minimum bonus of 8.33% is payable by every industry and establishment under section 10 of the Act. The maximum bonus including productivity linked bonus that can be paid in any accounting year shall not exceed 20% of the salary/wage of an employee under the section 31 A of the Act. 1

Bonus payable under the Act is linked with profits. The employer has to calculate \"gross profits\" of his establishment in the manner specified in section 4. Then, from \"gross profits\" so calculated he has to deduct the sums referred to in section 6 as prior charges. The balance is called \"available surplus\". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called \"allocable surplus.\"

Where, in respect of any year the allocable surplus exceeds the amount of minimum bonus payable to the employees, the employer must pay to every employee in respect of that year bonus in proportion to the salary or wage earned by the employee during the year subject to a maximum of twenty per cent of such salary or wage.

The minimum bonus of 8.33% is payable by every industry and establishment under section 10 of the Act. The maximum bonus including productivity linked bonus that can be paid in any accounting year shall not exceed 20% of the salary/wage of an employee under the section 31 A of the Act.

Allocable surplus-

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for any accounting year, there is no available surplus or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees in the establishment under section 10, and there is no amount of sufficient amount carried forward and set on under sub-section (1) which could be utilized for the purpose of payment of the minimum bonus, then, such minimum amount or the deficiency, as the case may be, shall be carried forward for being set off in the succeeding accounting year and so on up to and inclusive of the fourth accounting year in the manner illustrated in the Fourth Schedule. (3) The principle of set on and set off as illustrated in the Fourth Schedule shall apply to all other cases not covered by sub-section (1) or sub-section (2) for the purpose of payment of bonus under this Act. (4) Where in any accounting year any amount has been carried forward and set on or set off under this section, then, in calculating bonus for the succeeding accounting year, the amount of set on or set off carried forward from the earliest accounting year shall first be taken into account.

Available surplus-

The available surplus is calculated taking into account the gross profit after making adjustments of depreciation, development allowance, direct taxes of the current accounting year and all the sums specified under Schedule 3 of the Act. This gross profit has to be added to the direct taxes in respect of the gross profit for the preceding year, deducting from it the direct taxes which has been adjusted to the gross profits that are reduced to the amount of bonus, for the immediately preceding year.

Allocable surplus shall be:

in relation to an employer, being a company other than a banking company, which has not made the arrangements prescribed under the Income Tax Act for the declaration and payment within India of the dividends payable out of its profits in accordance with the provisions of section 194 of that Act, 67 % of the available surplus in an accounting; year.
in any other case, 60% of such available surplus.

•The Payment of Bonus Act, 1965

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In Maharashtra, act is applicable to establishments employing 10 or more employees.

◆ ENTITLEMENT

Every employee who is drawing a salary or wage up to Rs.10, 000 per, month and who has worked for minimum period of 30 days in a year entitled to be paid bonus.

Every employee drawing salary between Rs 3500/- and Rs 10000/- per month. Bonus payable is to be calculated considering his salary as Rs 3500/- pm.

•"available surplus" and "allocable surplus"-

Bonus payable under the Act is linked with profits. The employer has to calculate "gross profits" of his establishment in the manner specified in section 4. Then, from "gross profits" so calculated he has to deduct the sums referred to in section 6 as prior charges. The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called "allocable surplus."

Where, in respect of any year the allocable surplus exceeds the amount of minimum bonus



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◆ Principle of set on and set off of allocable surplus

Where for any year the allocated surplus exceeds the amount of maximum bonus payable to the employees, then, the excess shall, subject to a limit of twenty per cent of the total salary or wages of the employees, be carried forward for being set on in the succeeding year and so on to be utilised for the purpose of payment of bonus.

Where for any year there is no available surplus, or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees, and there is no amount or sufficient amount carried forward and set on which could be utilised for the purpose of payment of the minimum bonus, then, such minimum amount or the deficiency, as the case may be, shall be carried forward for being set off in the succeeding year and so on.

•MINIMUM BONUS

The employer is bound to pay to his employees every year a minimum bonus of 8.33% of the salary or wage or Rs. 100, whichever is higher, whether he has any allocable surplus or not.

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When in any year the allocable surplus exceeds the amount or minimum bonus payable to the employees, the maximum bonus payable by the employer to his employees in that year is 20% of the salary or wage.

The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called "allocable surplus" (4) "allocable surplus" means- (a) in relation to an employer, being a company 3[(other than a banking. company)] which has not made the arrangements prescribed under the. Income-tax Act for the declaration and payment within India of the. dividends payable out of its profits in accordance with the provisions of

The minimum bonus of 8.33% is payable by every industry and establishment under section 10 of the Act. The maximum bonus including productivity linked bonus that can be paid in any accounting year shall not exceed 20% of the salary/wage of an employee under the section 31 A of the Act

A) Available and Allocable Surplus:

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Allocable Surplus [Section 2 (4)]:

"Allocable surplus" means:

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In any other case, 60% of such available surplus. [Section 2(4)].

Available Surplus [Section 2(6)]:

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When in any year the allocable surplus exceeds the amount or minimum bonus payable to the employees, the maximum bonus payable by the employer to his employees in that year is 20% of the salary or wage.

Meaning of "available surplus" and "allocable surplus"

Bonus payable under the Act is linked with profits. The employer has to calculate "gross profits" of his establishment in the manner specified in section 4. Then, from "gross profits" so calculated he has to deduct the sums referred to in section 6 as prior charges. The balance is called "available surplus". A percentage of the available surplus calculated in accordance with the provisions of sub-section (4) of section 2 is called "allocable surplus."

Where, in respect of any year the allocable surplus exceeds the amount of minimum bonus payable to the employees' the employer must pay to every employee in respect of that year bonus in proportion to the salary or wage earned by the employee during the year subject to a maximum of twenty per cent of such salary or wage.

Principle of set on and set off of allocable surplus

Where for any year the allocated surplus exceeds the amount of maximum bonus payable to the employees, then, the excess shall, subject to a limit of twenty per cent of the total salary or wages of the employees, be carried forward for being set on in the succeeding year and so on to be utilised for the purpose of payment of bonus.

Where for any year there is no available surplus, or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees, and there is no amount or sufficient amount carried forward and set on which could be utilised for the purpose of payment of the minimum bonus, then, such minimum amount or the deficiency, as the case may be, shall be carried forward for being set off in the succeeding year and so on.

FORMS & REGISTER UNDER THE ACT

Form A - Computation of the Allocable surplus

Form B - Set-on and Set-off of Allocable surplus

Form C - Bonus paid to employees

Form D - Annual Return - Bonus paid to employees

PENALTY

Imprisonment up to 6 months, or with fine up to Rs 1000/- or with both.

Employer shall maintain a Register showing the set on and set off of the allocable surplus under Section 15 of the Act in the given format.

Set on: For an accounting year, when the allocable surplus exceeds the amount of maximum bonus payable to the employees in the establishment under Section 11 then the excess shall,



subject to a limit of 20% of the total salary or wage of the employees employed in the establishment in that accounting year, be carried forward for being set on in the succeeding accounting year and so on up to and inclusive of the fourth accounting year to be utilized for the purpose of payment of bonus.

Set off: For an accounting year, when there is no available surplus or the allocable surplus in respect of that year falls short of the amount of minimum bonus payable to the employees in the establishment under Section 10 and there is no amount of sufficient amount carried forward and set on under Sub-section (1) that could be utilized for the purpose of payment of the minimum bonus then such minimum amount or the deficiency, as the case may be, shall be carried forward for being set off in the succeeding accounting year and so on up to and inclusive of the fourth accounting year.

Form B The Payment of Bonus Act, 1965 provides for the payment of bonus to persons employed in certain establishments, employing 20 or more persons, on the basis of profits or on the basis of production or productivity and matters connected there with.

The minimum bonus of 8.33% is payable by every industry and establishment under section 10 of the Act. The maximum bonus including productivity linked bonus that can be paid in any accounting year shall not exceed 20% of the salary/wage of an employee under the section 31 A of the Act.

The available surplus is calculated taking into account the gross profit after making adjustments of depreciation development allowance direct taxes

2- The act applies to all factories and every other establishment which employs twenty or more work man

The minimum bonus 8.33% is payable every industry and establishment the under section 10 act

The maximum bonoous including productivity linked bonus that can be paid in every accounting year shall not exceed the section 31A



Q.12 Explain Contribution rates for PF and Pension Fund with example under EPF Act 1952.

19 responses

Contribution of Pf paid by employer & employee is 12% (basic pay + dearness allowance + retaining allowance) Equal contribution is paid by the employer & employee. The establishment which employees less than 20 person shall be restricted to contribute 10% for both employee & employer contribution. It is voluntary for the employees who drawn a salary less than 15000 per month to became the member of EPF. The employee who drawn a salary more than 15000 per month at the time of joining is not required to make pf contribution. If they want to become the member of EPF, then they become with the consent of the Employer & Assistant PF Commissioner. The entire 12% of your contribution goes into your EPF account along with 3.67% (out of 12%) from your employer, while the balance 8.33% from your employer's side is diverted to your EPS (Employee's Pension Scheme) and the balance goes into your EPF account. Breakup of EPF Contribution

PF Contribution Rate

Contribution of Pf paid by employer & employee is 12% (basic pay + dearness allowance + retaining allowance) Equal contribution is paid by the employer & employee. The establishment which employees less than 20 person shall be restricted to contribute 10% for both employee & employer contribution.

It is voluntary for the employees who drawn a salary less than 15000 per month to became the member of EPF. The employee who drawn a salary more than 15000 per month at the time of joining is not required to make pf contribution. If they want to become the member of EPF, then they become with the consent of the Employer & Assistant PF Commissioner.

The entire 12% of your contribution goes into your EPF account along with 3.67% (out of 12%) from your employer, while the balance 8.33% from your employer's side is diverted to your EPS (Employee's Pension Scheme) and the balance goes into your EPF account.

Breakup of EPF Contribution

12% of the employee's salary goes towards the EPF.

Whereas the employer's contribution is divided as below:

1. 67% goes towards contribution for EPF
2. 33% goes towards contribution for EPS
3. 5% goes towards contribution for EDLI
4. 1% goes towards contribution for EPF administration charges
5. 01% goes towards contribution for EDLI administration charges

Therefore, the employer contribution is 13.61%. The premium and management charges are borne by the employer and the maximum limit is set at 0.5% of Rs.15, 000.

Employees Provident Fund is established in 1952 and hence the act is named as Employees Provident Fund & Miscellaneous Provisions Act, 1952, which extend to the whole of India except Jammu & Kashmir.

Employee Provident Fund (EPF)

Provident fund is a welfare scheme for the benefits of the employees. Under this scheme the employee & employer contribute their part but whole of the amount is deposited by the employer. Employer deducted the employee share from the salary of the employee. The



interest earned on this investment is also credited in pf account of the employees. At the time of retirement, the accumulated amount is given to the employees, if certain conditions are satisfied.

Applicability of the Act

It is applicable:

- a) Every factory engaged in any industry specified in Schedule 1 in which 20 or more persons are employed;
- b) Every other establishment employing 20 or more persons or class of such establishments which the Central Govt. may notify;
- c) Any other establishment so notified by the Central Government even if employing less than 20 persons.

Every employee, including the one employed through a contractor (but excluding an apprentice engaged under the Apprentices Act or under the standing orders of the establishment and casual laborers), who is in receipt of wages up to Rs.6,500 p.m., shall be eligible for becoming a member of the funds. The condition of three months' continuous service or 60 days of actual work, for membership of the scheme.

Taxability of PF

Deduction of PF can be claimed under section 80C while calculating Income Tax & when the employee withdraw the amount of PF & Interest after the retirement then, PF amount & Interest amount is not taxable.

Pf can be accumulated withdrawn by the employee if he is unemployed for more than 2 month. 75% PF can be withdrawn after the employment of 1 month & rest 25% PF can be withdrawn after the unemployment of 2 month. It is on the choice of the employee after withdrawn of 75% amount that they should continue with the PF account or want to withdrawal the whole amount.

Income Tax Liability on PF withdrawal

Serial No Scenario Taxability

1 Amount withdrawn is < Rs 50,000 before completion of 5 continuous years of service No TDS.

But while filling return amount of pf shall be shown.

2 Amount withdrawn is > Rs 50,000 before completion of 5 years of continuous service TDS @ 10% if PAN is furnished;

No TDS in case Form 15G/15H is furnished No TDS.

3 Withdrawal of EPF after 5 years of continuous service No need to mention in return as the amount is not taxable No TDS.

4 Transfer of PF from one account to another upon a change of job No need to mention in return as the amount is not taxable.

5 Before completion of 5 continuous years of service\ if employment is terminated due to employee's ill health

The business of the employer is discontinued



or the reasons for withdrawal are beyond the employee's control

No TDS.

Further, the individual need not offer the same in the return of income as such withdrawal is exempt from tax

Types of Provident Fund

Statutory Provident Fund (SPF)
Public Provident Fund (PPF)
Recognized Provident Fund (RPF)
Unrecognized Provident Fund (URPF)
Page Contents

Statutory Provident Fund (SPF)
Public Provident Fund (PPF)
Recognized Provident Fund (RPF)
Unrecognized Provident Fund (URPF)
PF Contribution Rate
Breakup of EPF Contribution
Universal Account Number (UAN)
Statutory Provident Fund (SPF)

It is a provident fund registered under Provident fund Act, 1925. They are also known as government provident fund. So, the employees who are meant for govt, semi-govt employees, university or educational institutions affiliated to a university established under the statute or other specified institution would be qualified to give to them.

Public Provident Fund (PPF)

PPF is covered under Public Provident fund Act, 1968. Any member of the public whether employed or not can invest in PPF. Minimum Contribution in this fund is Rs. 500 & Maximum amount is 1, 50,000 per year. The contributions made to the scheme along with the interests are repayable after 15 years unless extended. The rate of interest, at present, under the scheme is 8% per annum.

Recognized Provident Fund (RPF)

This Scheme is registered under Employee's Provident Funds and Miscellaneous Provisions Act, 1952. According to the act, any person who employs 20 or more employees is under an obligation to register himself under this Act. Any person can register himself by their choice whether they had less than 20 employees.

Unrecognized Provident Fund (URPF)

A scheme started by the employer and the employees in an establishment, whether approved by the commissioner of Income Tax is called an unrecognized provident fund.

PF Contribution Rate

Contribution of Pf paid by employer & employee is 12% (basic pay + dearness allowance + retaining allowance) Equal contribution is paid by the employer & employee. The establishment which employs less than 20 person shall be restricted to contribute 10% for both employee & employer contribution.

It is voluntary for the employees who drawn a salary less than 15000 per month to become the member of EPF. The employee who drawn a salary more than 15000 per month at the time of joining is not required to make pf contribution. If they want to become the member of EPF, then they become with the consent of the Employer & Assistant PF Commissioner.

The entire 12% of your contribution goes into your EPF account along with 3.67% (out of 1 from your employer, while the balance 8.33% from your employer's side is diverted to you



(Employee's Pension Scheme) and the balance goes into your EPF account.

Breakup of EPF Contribution

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Whereas the employer's contribution is divided as below:

1. 67% goes towards contribution for EPF
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4. 1% goes towards contribution for EPF administration charges
5. 01% goes towards contribution for EDLI administration charges

Therefore, the employer contribution is 13.61%. The premium and management charges are borne by the employer and the maximum limit is set at 0.5% of Rs.15, 000.

Universal Account Number (UAN)

It is a 12 digit number allotted to the employee who is contributed to EPF. It remain same throughout the life of the employee. It does not change with the change of Job. It will help in easy transfer and withdrawals of claims. Along with the service of Online Passbook, SMS Service on each deposit of contribution & online KYC update can be provided on the basis of UAN. But before that UAN need to be activated on EPFO portal.

The member who is unable to withdraw PF for any reason can withdraw without consent of employer. They can submit FORM 19 for EPF (Employees Provident Fund) and FORM 10C for EPS (Employees' Pension Scheme) with any of the following official's attestation to EPFO office in which their EPF account is maintained.

Any gazette officer

The Magistrate

The Post/ Sub Post master

President of the Village Union

President of the Village Panchayat where there is no Union Board

Chairman/ Secretary/ Member of the Municipal/ District Local Board

Member of the Parliament or Legislative Assembly

Manager of the Bank in which your savings Bank Account is currently maintained

Head of Educational Institution which is recognized by Government

Any authorized official, as may be approved by the commissioner

Hope the information will assist you in your Professional endeavors. In case of any query / information, please do not hesitate to write back to us at arushireach@gmail.com

CBIC notifies FORM GSTR - 9C - Reconciliation Statement & Certification »« Disallowance U/s. 40(a)(ia) for income assessed as Income from other sources

Categories: Corporate Law

Arushim:

View Comments (18)

Punit kr Aggarwal says:March 9, 2022 at 9:19 pm

As an employer I wanted to know I have 10-15 employees with wages more than 15000/- of each employee. Is it necessary to deduct PF.

Muhammedsalihu says:September 25, 2021 at 3:54 am

Good one

Geeta says:September 2, 2021 at 10:42 am

The provision of transferring of pf account from one employer to another since when it has



started

C.V.Reddy says:July 7, 2021 at 6:14 pm

I have given my establishment(Hotel) on lease basis. I have applied cancellation of PF registration. But the department is not cancelled my PF registration. The lease taken by other party is having three or four establishments. They have consolidation paid PF. They have not paid separately to my establishment. Whether i am liable to pay PF as owner.

Kuldeep arora says:April 17, 2021 at 12:09 pm

Sir I have a establishment from dated 19/07/2017.from beginning I have 7staff and from last year I have 15 staff .from when to my liability stated

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The contributions payable by the employer and the employee under the scheme are 12% of PF wages. ... From the employer's share of contribution, 8.33% is contributed towards the Employees' Pension Scheme and the remaining 3.67% is contributed to the EPF Scheme. The employee and the employer contribute to the EPF scheme on monthly basis in equal proportions of 12% of the basic salary and dearness allowance. Out of the employer's contribution, 8.33% is directed towards the Employee Pension Scheme

Contribution of pf paid by employer and employee is 12%(basic pay+dearness allowance+retaining allowance) equal contribution is paid by

Employee Provident Fund EPF is one of the popular savings schemes launched under the supervision of the Government of India. The Ministry of Labour regulates EPF schemes in India. It is the main scheme under the Employee Provident Fund and Miscellaneous Provisions Act,1952. Employee Provident Fund Organisation(EPFO) manages this savings scheme.

This scheme aims to build a sufficient retirement corpus for an individual. It inculcates the habit of saving money for the salaried class employee. The fund includes monetary contributions from both employer and employee. Each of them has to contribute 12% of the employee's basic salary (Basic + Dearness allowance) towards this fund every month. Once an individual retires, they receive the entire contribution(of both employee and employer) as a lump sum with interest. The rate of return earned is fixed, which is set by EPFO. Also, the interest accrued is tax-free.

PF Contribution Rate

Contribution of Pf paid by employer & employee is 12% (basic pay + dearness allowance + retaining allowance) Equal contribution is paid by the employer & employee. The establishment



which employees less than 20 person shall be restricted to contribute 10% for both employee & employer contribution

Employees Provident Fund is established in 1952 and hence the act is named as Employees Provident Fund & Miscellaneous Provisions Act, 1952, which extend to the whole of India except Jammu & Kashmir.

Employee Provident Fund (EPF)

Provident fund is a welfare scheme for the benefits of the employees. Under this scheme both the employee & employer contribute their part but whole of the amount is deposited by the employer. Employer deducted the employee share from the salary of the employee. The interest earned on this investment is also credited in pf account of the employees. At the time of retirement, the accumulated amount is given to the employees, if certain conditions are satisfied.

Applicability of the Act

It is applicable:

- a) Every factory engaged in any industry specified in Schedule 1 in which 20 or more persons are employed;
- b) Every other establishment employing 20 or more persons or class of such establishments which the Central Govt. may notify;
- c) Any other establishment so notified by the Central Government even if employing less than 20 persons.

Employee- 12% contribution to the PF account only

Employer- 8.33=Pension account
3.67=PF account

For Example- Basic salary- 15000

Employee Contribution- 12% of 15000= 1800/-

Employer Contribution- 3.67% of 15000(PF account)

8.33 of 15000(Pension account)

550+1250= 1800

Employee Contribution Employer contribution= 1800+1800= 3600 Rs only

the minimum pension amount offered under the employee pension scheme is are years 1000 and all the employees whose salary is below 15000 per month are mentally to have an EPF account employee deposit linked Insurance Scheme coverage for the employee has been increased from 1.56 lakh.

Both the employer and employee contributes 12% each of the employees pay towards EPF how ever the employees entire sure is contributed towards EPF 8.33 of the employees share goes towards the employee pension scheme and 3.67% goes towards EPF contribution every month. Individuals are eligible to the soup andsion once they have completed 10 years of service individuals must attend the age of 50 years or 50 years to withdraw the pension amount in case because the pension amount when they attend the age of 50 years they will receive amount.



Employees Provident Fund is established in 1952 and hence the act is named as Employees Provident Fund & Miscellaneous Provisions Act, 1952, which extend to the whole of India except Jammu & Kashmir.

•Employee Provident Fund (EPF)

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◆ Applicability of the Act

It is applicable:

a) Every factory engaged in any industry specified in Schedule 1 in which 20 or more persons are employed;

b) Every other establishment employing 20 or more persons or class of such establishments which the Central Govt. may notify;

c) Any other establishment so notified by the Central Government even if employing less than 20 persons.

Every employee, including the one employed through a contractor (but excluding an apprentice engaged under the Apprentices Act or under the standing orders of the establishment and casual laborers), who is in receipt of wages up to Rs.6,500 p.m., shall be eligible for becoming a member of the funds. The condition of three months' continuous service or 60 days of actual work, for membership of the scheme.

◆ EPF Pension which is technically known as Employees' Pension Scheme (EPS), is a social security scheme provided by the Employees' Provident Fund Organisation (EPFO). The scheme makes provisions for employees working in the organized sector for a pension after their retirement at the age of 58 years. However, the benefits of the scheme can be availed only if the employee has provided a service for at least 10 years (this does not have to be continuous service). EPS was launched in 1995 and allowed existing and new EPF members to join the scheme.

◆ Eligibility Criteria

In order to be eligible for availing benefits under the Employees' Pension Scheme (EPS), an individual has to fulfil the following criteria:

He should be a member of EPFO

He should have completed 10 years of service

He has reached the age of 58

He can also withdraw his EPS at a reduced rate from the age of 50 years

He can also defer his pension for two years (up to 60 years of age) after which he will get a pension at an additional rate of 4% for each year

◆ How to Calculate Your Pension Under EPS

The pension amount in PF depends on the pensionable salary of the member and the pensionable service. The member's monthly pension amount is calculated as per the following formula:

Member's Monthly Pension = Pensionable salary X Pensionable service / 70

◆ a) Pensionable Salary



Pensionable salary is the average monthly salary in the last 60 months before the member exits the Employees' Pension Scheme.

If the salary of the person is ₹ 15,000, the salary for the person would be ₹ 14,000 for 28 days (₹ 500 per day less for two days). However, the monthly salary considered for EPS would be for 30 days, i.e. ₹ 15,000

The maximum pensionable salary is limited to ₹ 15,000 every month.

◆ b) Pensionable Service

The actual service period of the member is considered as the pensionable service. Service periods under different employers are added at the time of calculating the pensionable service period. The employee has to get the EPS Scheme Certificate issued and submit it to the new employer every time he switches a job.

It is worth mentioning that the employee gets a bonus of 2 years after completing 20 years of service.

If the member withdraws the EPS corpus before completing the service period of 10 years and joins another company, he will have to start afresh for contributing to the EPS account and the service period will also be set as zero at the start.

The pensionable service period is considered on a 6 months basis. The minimum pensionable service period is 6 months. If the service period is 8 years 2 months, the pensionable service period considered is 8 years. However, if the service duration is 8 years and 10 months, the pensionable service period is taken as 9 years.

Contribution of Pf paid by employer & employee is 12% (basic pay + dearness allowance + retaining allowance) Equal contribution is paid by the employer & employee. The establishment which employees less than 20 person shall be restricted to contribute 10% for both employee & employer contribution 8.33% of such employer contribution goes towards the Employee Pension Scheme (EPS) subject to a ceiling of 1,250 per month if the salary of the employee is 15,000 or more and the rest 3.67% is added to the EPF account of the employee.

Both the employer and employee contribute 12% each of the employee's pay towards EPF. However, the employee's entire share is contributed towards EPF, 8.33% of the employer's share goes towards the Employees' Pension Scheme (EPS) and 3.67% goes towards EPF contribution every month.

As an employee working in a corporate set-up, there are several things one would like to know about the Employees Provident Fund (EPF). EPF is the main scheme under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952. The scheme is managed under the aegis of the Employees' Provident Fund Organisation (EPFO).

PF Contribution Rate Contribution of PF paid by employer & employee is 12% (basic pay + dearness allowance + retaining allowance) Equal contribution is paid by the employer & employee. The establishment which employees less than 20 person shall be restricted to contribute 10% for both employee & employer contribution. It is voluntary for the employees who draw a salary of less than 15000 per month to become the member of EPF. The employee who has drawn a salary more than 15000 per month at the time of joining is not required to make pf contribution. If they want to become the member of EPF, then they become with the consent of the Employer & Assistant PF Commissioner. The entire 12% of your contribution goes into your EPF account along with 3.67% (out of 12%) from your employer, while the balance 8.33% from your employer's side is diverted to your EPS (Employee's Pension Scheme) and the balance goes into your EPF account. Breakup of EPF Contribution 12% of the employee's salary goes towards the EPF. Whereas the employer's contribution is divided as below: 1. 67% goes towards contribution for EPF 2. 33% goes towards contribution for EPS 3. 5% goes towards contribution for EDLI 4. 1% goes towards contribution for EPF administration



charges 5. 01% goes towards contribution for EDLI administration charges Therefore, the employer contribution is 13.61%. The premium and management charges are borne by the employer and the maximum limit is set at 0.5% of Rs.15, 000. Universal Account Number (UAN) It is a 12 digit number allotted to the employee who is contributed to EPF. It remain the same throughout the life of the employee. It does not change with the change of Job. It will help in easy transfer and withdrawals of claims. Along with the service of Online Passbook, SMS Service on each deposit of contribution & online KYC update can be provided on the basis of UAN. But before that UAN need to be activated on EPFO portal. The member who is unable to withdraw PF for any reason can withdraw without consent of employer. They can submit FORM 19 for EPF (Employees Provident Fund) and FORM 10C for EPS (Employees' Pension Scheme) with any of the following official's attestation to EPFO office in which their EPF account is maintained. Any gazette officer The Magistrate The Post/ Sub Post master President of the Village Union President of the Village Panchayat where there is no Union Board Chairman/ Secretary/ Member of the Municipal/ District Local Board Member of the Parliament or Legislative Assembly Manager of the Bank in which your savings Bank Account is currently maintained Head of Educational Institution which is recognized by Government Any authorized official, as may be approved by the commissioner

Employee- 12% contribution to the PF account only

Employer- 8.33=Pension account

3.67=PF account

For Example- Basic salary- 15000

Employee Contribution- 12% of 15000= 1800/-

Employer Contribution- 3.67% of 15000(PF account)

8.33 of 15000(Pension account)

550+1250= 1800

Employee Contribution Employer contribution= 1800+1800= 3600 Rs only

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Home

Resources

Acts

Labour

Employees Provident Fund Scheme 1952

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A | A

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What is the EPF Scheme?

Employees Provident Fund Scheme (EPFS) is a long-term retirement saving scheme managed by Employees provident fund organization (EPFO) and it is covered under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952.

Under EPF Scheme, an employee and employer have to pay certain percentage of equal contribution in the provident fund account and on retirement, an employee gets a lump sum amount of contribution made by employer and employee with interest on both.

EPF Scheme extends to the whole territory of India except the state of Jammu and Kashmir

What is the objective of EPF Scheme?



EPF Scheme is implemented to help the government, public or private sector employees financially by providing a lump sum amount on their retirement or separation from their job by managing provident fund of them.

It helps in providing social security to the members of the scheme.

To whom the EPF Scheme is applicable?

This scheme is applicable to every establishment in which 20 or more persons are employed other than excluded employees and in certain cases organisation employing less than 20 persons are also covered, subject to certain conditions and exceptions.

However, excluded employees can also become the member of EPF Scheme, if the Assistant PF Commissioner granted permission to them.

Here, "excluded employees" means employees drawing wages exceeding INR 15,000 per month.

What are the eligibility criteria for registration under EPF Scheme?

Every establishment in which 20 or more persons are employed other than excluded employees shall get registered under the Scheme within one month from the date of its applicability.

What is Universal Account Number (UAN)?

Universal Account Number (UAN) has been made mandatory for all individuals covered under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952.

UAN is a 12-digit number allotted by EPFO to every employee to whom EPF Scheme is applicable.

An employee is supposed to have a single UAN.

The UAN will show both the PF numbers, the previous employer's as well as that of the new employer, linked to it. The UAN, therefore, acts as an umbrella for multiple member IDs allotted to the individual by different employers.

It is a one-time permanent number which will remain the same throughout one's career.

When you join a new organisation, the first thing you should do is ask your employer for the 'New Form No. 11- Declaration Form' to furnish the existing UAN. If you don't have one, then just give your previous PF number along with the date of exit from your previous job.

What is Contribution under the EPF Scheme?

S.No.

Number of Employees

Contribution

1.

More than 20 employees

12%

2.

Less than 20 employees

10%

Here "percentage of contribution" is calculated on basic wages plus dearness allowance plus retaining allowance.

What is the breakup of employers' and employees' contribution?

The Breakup of employers' contribution shall be as follows

S.No.

Contribution by

Employees' Pension Scheme



Employees Provident Fund Scheme
Employees Deposit Linked Insurance Scheme

1

Employer - 12%

8.33%

- 3.67 %

0.5 %

2

Employee - 12%

0

0

0

What is Interest on EPF?

Interest is an additional amount given to employees every month on contribution of PF. Interest in EPF is calculated on the basis of monthly running balance on the EPF Account. The EPF interest rates are declared annually by the central government.

EPF interest rate revised for FY18-19 is 8.65%.

When an amount of PF can be withdrawn from PF Account?

As per the rules of the EPF Scheme 1952, withdrawal of PF amount can be done fully or partially depend on the conditions as follows:

Post Retirement

When an individual retires from employment after attaining the pre- determined retirement age i.e. 55 years, he can withdraw the entire amount of EPF which includes employer's and employee's contribution along with the interest earned.

Unemployment

EPFO subscribers have an option to withdraw their PF in two parts; 75% of fund after the completion of one month of unemployment, and 25% can be transferred to a new EPF account after gaining new employment.

They can also withdraw their PF contribution directly after two months of unemployment and settle the account in one go. A subscriber can withdraw full PF amount and the interest earned over it.

One is also allowed to withdraw the EPS amount if the service period has been less than 10 years and not later on.

The employee compulsorily gets pension benefits after retirement, if he withdraws any time after 10 years of service.

After 2 months of unemployment, PF can be withdrawn fully.

Employees Provident Fund is established in 1952 and hence the act is named as Employees Provident Fund & Miscellaneous Provisions Act, 1952, which extend to the whole of India except Jammu & Kashmir. Employee Provident Fund (EPF) Provident fund is a welfare scheme for the benefits of the employees. Under this scheme both the employee & employer contribute their part but whole of the amount is deposited by the employer. Employer deducted the employee share from the salary of the employee. The interest earned on this investment is also credited in pf account of the employees. At the time of retirement, the accumulated amount is given to the employees, if certain conditions are satisfied. Applicability of the Act It is applicable: a) Every factory engaged in any industry specified in Schedule 1 in which 20 or more persons are employed; b) Every other establishment employing 20 or more persons or class of such establishments which the Central Govt. may notify; c) Any other establishment so notified by the Central Government even if employing less than 20 persons. Every employee including the one employed through a contractor (but excluding an apprentice engaged under the Apprentices Act or under the standing orders of the establishment and casual laborers,,



who is in receipt of wages up to Rs.6,500 p.m., shall be eligible for becoming a member of the funds. The condition of three months' continuous service or 60 days of actual work, for membership of the scheme. Taxability of PF Deduction of PF can be claimed under section 80C while calculating Income Tax & when the employee withdraw the amount of PF & Interest after the retirement then, PF amount & Interest amount is not taxable. Pf can be accumulated withdrawn by the employee if he is unemployed for more than 2 month. 75% PF can be withdrawn after the employment of 1 month & rest 25% PF can be withdrawn after the unemployment of 2 month. It is on the choice of the employee after withdrawn of 75% amount that they should continue with the PF account or want to withdrawal the whole amount

Read more at: <https://taxguru.in/corporate-law/employees-provident-fund-act-1952.html>
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The total contribution made by the employer as 8.33% towards employee pension scheme and 3.67% toward employee provident fund

All contribution are updated in the EPF passbook the contribution made by the employee goes totally toward the provident fund employees



Q.13 Draft a Memo to an Employee who is constantly found coming late to an office informing him about his misconduct.

19 responses

Time and discipline are the two important factors which drives a company. The success of any company is the outcome of the efforts that is put down by its team members. Recently it has been found that the employees have started taking the office timings lightly. There has been a sudden increase in the late comers. Every now and then company is finding people coming late to the office.

It is therefore become imperative for the company to take necessary actions. It has been decided by the management if any employee is late by more than 5 minutes then it will be considered as a late attendance. When this late count attendance will reach 3 in a month, the employee will be marked absent for one day.

The management has always accepted the genuine reasons for being late. But when the employees start taking the given privileges for granted then it becomes the responsibility of the company to take required course of action. So from now onwards no late coming requests would be accepted.

Dear [Name]

It has been observed that few of you come at sharp 9.30 or even a bit later due to any personal reasons like ill health / traffic / travel issues etc. It is expected that you all be at your seat 15 minutes pre 09.30 am, and not arrive in office at 9.30.... In context of the above it is expected that you all reach office by/at 09.15 am.

This type of misconduct is not allowed in our organization and same has mentioned in our code of conduct policy. If is there any reason for late coming, kindly take prior permission with your Manager.

Am sure that this little effort and adjustment will go a long way in creating better rapport with the existing clients, will enable us to procure more clients, will enhance first-rate customer service, thereby bettering our Goodwill in the market. Seeking your co-operation for the advancement and progress of our organization, in return, ourselves!

Regards,
HR Team

Warning Letter for Coming Late to Office

Dear [Employee Name],

It came to our attention that you have been repeatedly coming late to office without a valid reason or approval. We would like to inform you that this behavior is considered a misconduct and is strictly against the company's policies. If you need to be late to office then you should inform your direct manager ahead of time and provide a conceivable reason for doing so. If it's an emergency, then you may call and inform but it is hardly the case here given the frequency of the offences.

This information has already been conveyed to you verbally with no improvement from your end. Consider this letter as an official warning. We expect you to adjust your attendance as per your duty timings and show immediate progress.

Looking forward to some great news from your manager.

HR Department



Prepare

Practice

Sample Memo for Late coming, indiscipline to employees

Topics >>Letter samples >>Circular and Memo sample - format and templates -02/26/14

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Sample Memo for Late coming, indiscipline to employees

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Hope to see you all complying with the company rules.

« PreviousNext »

Post your comment

Discussion

RE: Sample Memo for Late coming, indiscipline to employees -FERUZA LER (11/20/19)
Professional, but is it legal mark employee absent for the day? we may have problems with Labour Board in a future I think

RE: Sample Memo for Late coming, indiscipline to employees -Nathan towet (06/15/18)
Memo

RE: Sample Memo for Late coming, indiscipline to employees -priya (12/20/17)
Good one, Thanks for guiding

RE: Continues late coming -Ahmed Shaaif Adil (12/26/16)

It has been observed from the attendance record that your late comings are increasing frequently. You are aware that our code of conduct does not allow our employee more than 3 late coming in the month.

RE: Sample Memo for Late coming, indiscipline to employees -Poo (08/08/15)

Very useful matter. Thank you so much

RE: Sample Memo for Late coming, indiscipline to employees -Teena Bhatia (03/14/14)

Sample Memo for Late coming, indiscipline to employees

"Coming Late to the work space is indiscipline, Moving late is indecency". Instances have come to the notice that some of the officers and staff members of ABC International have made it a regular practice to arrive office late. The timings of punching are not strictly adhered to and later on when questioned, the employee state "official duty" as the reason for coming late. It has also been found that some of the employees come late, punch card only and then straightaway leave the office without visiting their respective section. This pattern of attendance is unacceptable.



The management has decided to take strict course of action against the employees who are regular in late coming. Late attendance punching by 5 minutes for a maximum of three times in a calendar month shall be allowed, after which for every three late marks, one day salary will be deducted. Only two short leaves of 2 hours duration will be allowed in a month. Also a prior notification is must before you take any leave. Employees failing to adhere with the norms have to face serious disciplinary actions.

Letter draft as below

Dear [Employee Name], Your continued lateness to work is deemed unacceptable by management. This letter is an official written warning.

...

Warning Letter for late coming

Date and time the employee arrived at work late.

Date and time the employee arrived at work late.

Date and time the employee arrived at work late.

No answer

"Coming Late to the work space is indiscipline, Moving late is indecency". Instances have come to the notice that some of the officers and staff members of ABC International have made it a regular practice to arrive office late. The timings of punching are not strictly adhered to and later on when questioned, the employee state "official duty" as the reason for coming late. It has also been found that some of the employees come late, punch card only and then straightaway leave the office without visiting their respective section. This pattern of attendance is unacceptable.

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Please sign a copy of this letter in acknowledgement of receipt of this letter.

Sample Memo for Late coming, indiscipline to employees

Sample Memo for Late coming, indiscipline to employees

Time and discipline are the two important factors which drives a company. The success of any company is the outcome of the efforts that is put down by its team members. Recently it has been found that the employees have started taking the office timings lightly. There has been a sudden increase in the late comers. Every now and then company is finding people coming late to the office.

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It came to our attention that you have been repeatedly coming late to office without a valid reason or approved we should like to inform you that this behaviour is considered misconduct and strictly against the company policy if you need to be late to office then you should inform your direct manager of the time and provide a permissible reason for doing so if it's an emergency then you may call and inform but it is hardly the case here given the frequency of the offences this information has already improvement duty timing and show immediate progress.

•Sample Memo for Late coming, indiscipline to employees

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Hope to see you all complying with the company rules.

◆ Warning Letter for late coming

1 min read ·

Date issued: Today's date

Issued to: Employee name(s)

RE: Written warning for continued late attendance

Dear [Employee Name],

Your continued lateness to work is deemed unacceptable by management. This letter is a



official written warning. Specifically, you have been late on the following occurrences:

Date and time the employee arrived at work late

Date and time the employee arrived at work late

Date and time the employee arrived at work late

We strive to create a workplace that is fair for all employees. When you continuously arrive late to work, you are not only in breach of the standards we expect of our employees, you are also creating a workplace that is unfair for your colleagues.

We set scheduled times for your work so we can correctly meet our business goals and best service our clients. Everyone in the team strives for our continued success as a business, and having a single team member arriving late causes our standards to slip is also unfair on your colleagues who are following our high standards.

We expect you to remedy this breach of our attendance requirement immediately.

Continued lateness may result in termination or other disciplinary action.

Regards,

Dear [Employee Name],

It came to our attention that you have been repeatedly coming late to office without a valid reason or approval. We would like to inform you that this behavior is considered a misconduct and is strictly against the company's policies. If you need to be late to office then you should inform your direct manager ahead of time and provide a conceivable reason for doing so. If it's an emergency, then you may call and inform but it is hardly the case here given the frequency of the offences.

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Looking forward to some great news from your manager.

HR Department

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Time and discipline are two important factors which drives a company the success of any company the success of any companies is the outcome of the efforts that put down the team members recently my it has been found the employee have starting taking the office time lightly these has been sudden increase in the comers
The management has always accept the genuine reasons for being late but when's the genuine reasons for being late but when the employee start taking the privilege for granted the becomes course of action

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Google Forms



PDEA's Mahatma Phule Institute of Management and computer Studies, Hadapsar, Pune.

25 responses

[Publish analytics](#)



Name of the Student

25 responses

Kajal Dattatraya Gaikwad

Komal Pitambar Bhagwat

Prachi waghole

Vaishnavi Tolmare

Pranali Vilas Thorat

Kote Tanuja

Sonal ramesh madane

Ruchi Tagde

Divekar Rupali Bhimrao

Bhosale Manjiri Rajendra

Bhagyashri Dilip Lohar

Sangita kadam

Jadhav Priyanka

Rahul Antaji Jadhav

TULE MAHESH TANAJI

Kirti haibati bhosale

Indrajeet Singh

Swapnil Botre

NEHA SUDHAKAR BHASME

Sayali Satish Shinde

Shivaji Warghade

Renuka Dewangan

Nair Priyanka Minil

Neha Kadam





Roll No.

25 responses

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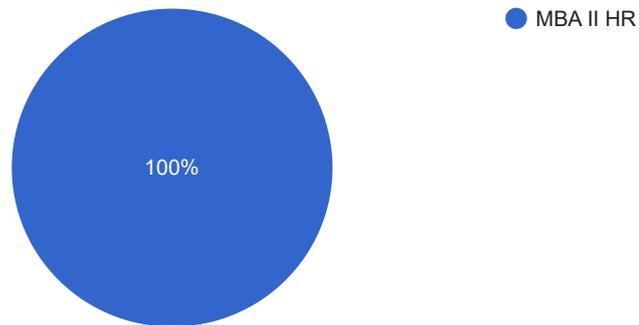
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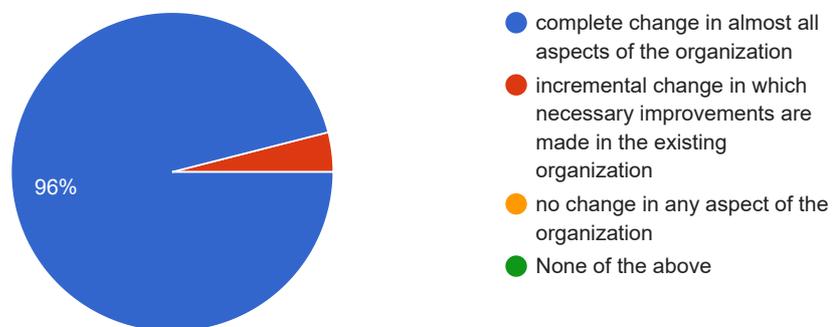
25 responses



Q.1 Transformational change in an organization refers to

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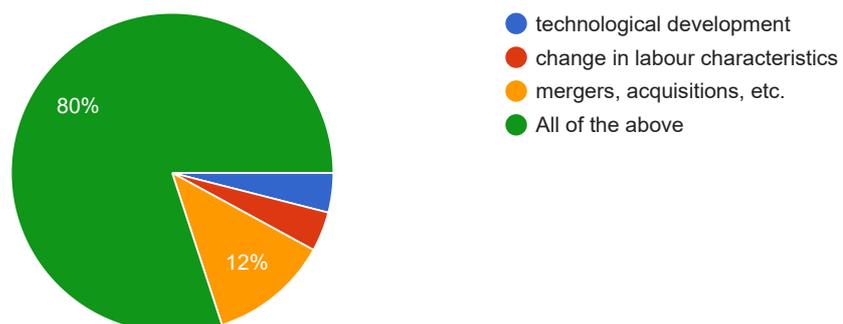
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Q.2 Which of the following is normally the cause of organizational change?

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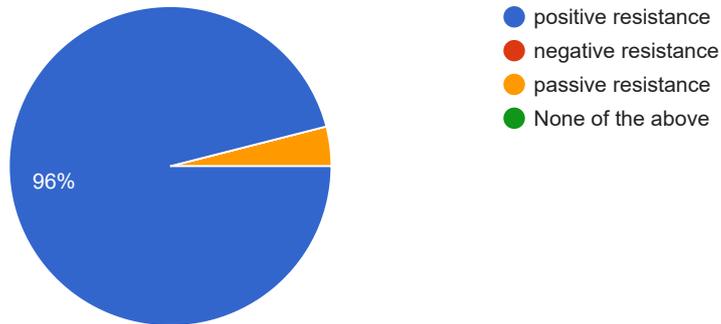
25 responses



Q.3 When employee resistance provokes a well-grounded debate and constructive criticism leading to improvements in the change process, it is called

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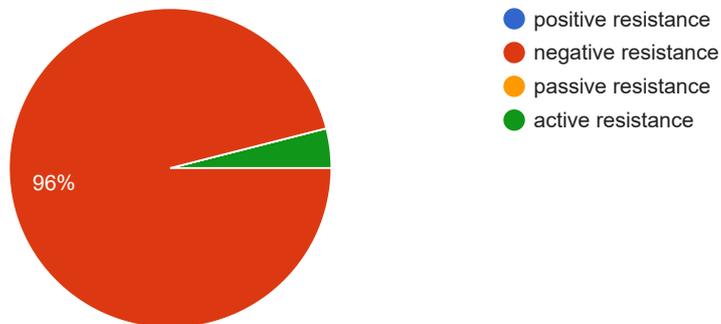
25 responses



Q.4 Which type of employee resistance aims at ensuring the complete failure of change initiatives of the organization?

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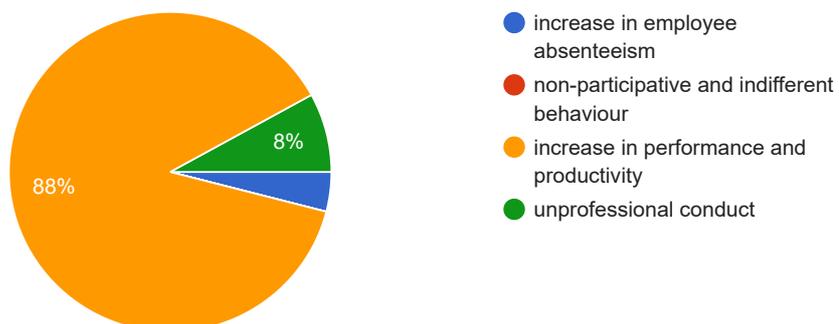
25 responses



Q.5 Which of the following is not a symptom of employee resistance to change?

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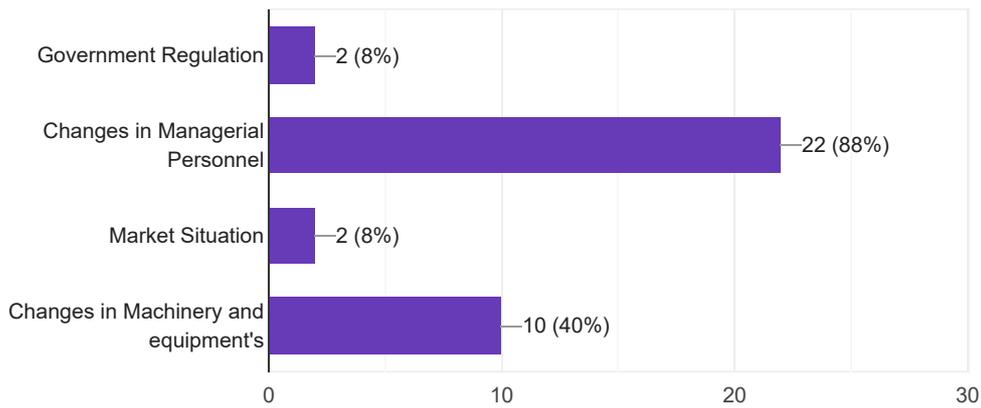
25 responses



Q.6 Which of the following are Internal forces for change

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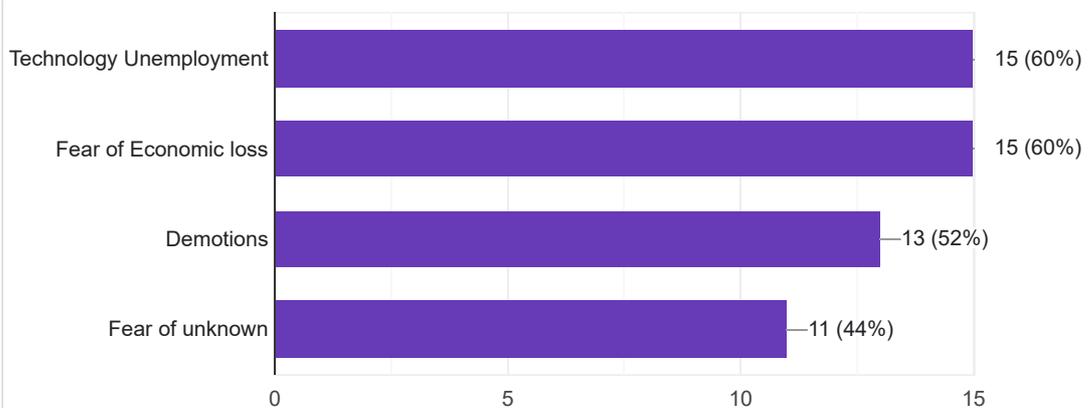
25 responses



Q.7 Economic Factors Responsible for the Resistance to Change

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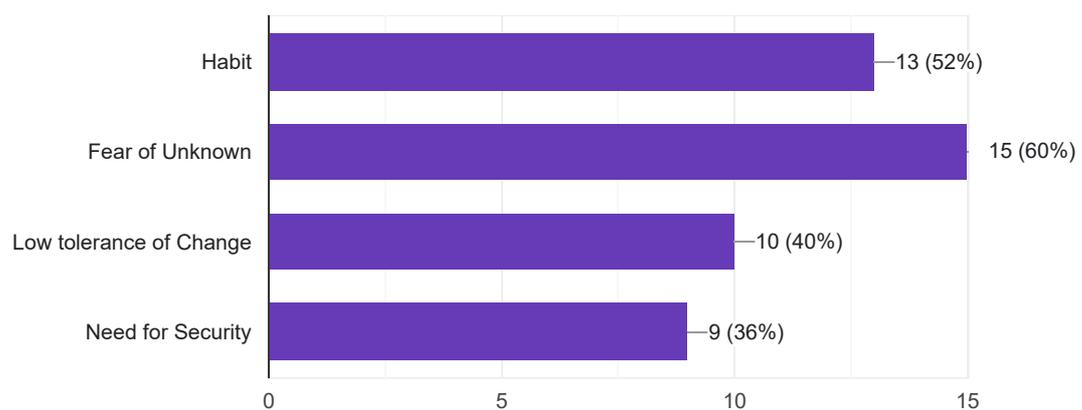
25 responses



Q.8 Psychological / Emotional factors responsible for resistance to Change

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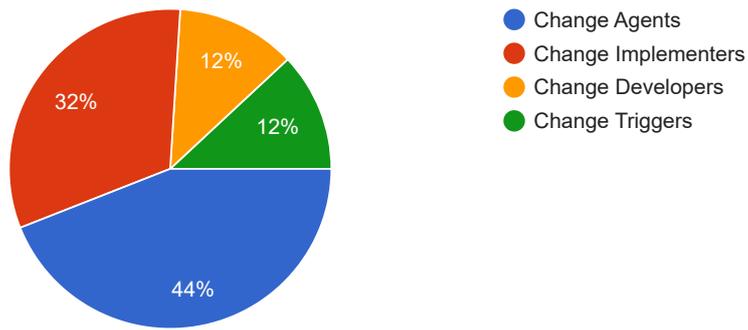
25 responses



Q.9 Change Drivers are also known as

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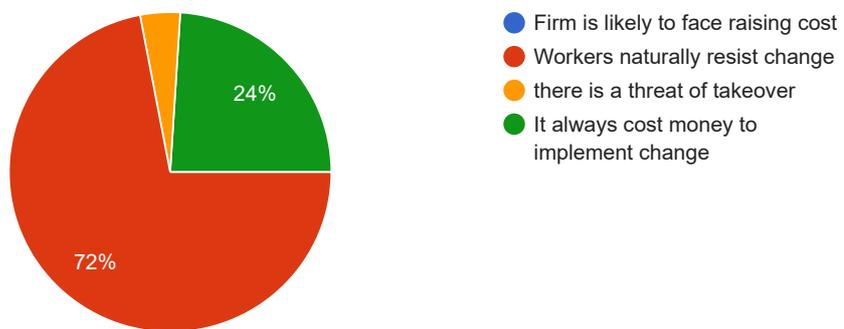
25 responses



Q.10 A key reason why change is difficult to manage is because

 Copy

25 responses



Q.11 Why people resist change? Discuss in detail factors responsible for resistance to change?

25 responses

Although change management decisions are normally made at the C-level, it's still very important to have the rest of the employees bought in to the change. Having employees who are opposed to what is going to be changing from the start is a major setback and one that needs to be dealt with carefully in order to be successful with the change management.

1)Job Loss-

Job loss is a major reason that employees resist change in the workplace. In any business, there are constantly going to be things moving and changing, whether it is due to the need for more efficiency, better turnaround times, or the need for the employees to work smarter. With all these needs comes the opportunity for the company to downsize or create new jobs, and this is where the fear of job loss comes into play. Forcing a change on others has its place. Over time, however, when this is the only approach that you use to make change, you'll find that your change results suffer. If you overuse this approach, you will harm your effectiveness over the long term as others will find direct and indirect ways to resist you. Without a thoughtful change strategy to address resistance to change, you will trigger strong resistance and organizational turnover.

2)Poor Communication and Engagement-

Communication solves all ills. But a lack of it creates more of them. This is another crucial reason why employees oppose change. How the change process itself is communicated to the employees is very important because it determines how they react. If the process of what needs to be changed, how it needs to be changed and what success would look like cannot be communicated, then resistance should be expected. Employees need to understand why there is a need for change, because if they are just thrown the notion that what they have been used to for a long time is going to be completely renovated, with that will come much backlash.

3)Lack of Trust-

Trust is a vital tool to have when running a successful business. In organizations where there is a lot of trust in management, there is lower resistance to change. Mutual mistrust between management and employees will lead to the company going into a downward spiral, so trust is a must.

4)The Unknown-

We already mentioned communication, and a lack of it causes employees to feel like they don't know what's going on. If companies are constantly experiencing times where the future is unknown, there is also a good possibility that employees won't respond to change well. When the thought of change is brought up in this case, it would come as a surprise, leading to employees being caught off guard, which makes the situation much worse. In the absence of continuing two-way communication with you, grapevine rumors fill the void and sabotage the change effort. In fact, ongoing communication is one of your most critical tools for handling resistance to change. But, it's not just telling! The neglected part of two-way communication – listening – is just as powerful.

5)Poor Timing-

Timing is one of the biggest problems when it comes to change. A lot of the time, it's not the act itself that creates the resistance, but how and when it is delivered. Sometimes it is not what a leader does, but it is how s/he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

6) Organizational politics-

Some resist change as a political strategy to "prove" that the decision is wrong. They may also



resist to show that the person leading the change is not up to the task. Others may resist because they will lose some power in the organizational. In these instances, these individuals are committed to seeing the change effort fail.

Sometimes when I work with managers they become frustrated with the political resistance that they encounter from others. Political obstacles are frustrating when you are trying to implement needed change. My advice to you is to acknowledge what you are feeling and then take positive steps to counter the organizational resistance you are facing.

*Factors responsible for resistance to change -

1)Job Loss-

2)Poor communication and engagement

3)Lack of trust

4) The Unknown

5)Poor timing

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Job Loss. Job loss is a major reason that employees resist change in the workplace. ...

Poor Communication and Engagement. Communication solves all ills. ...

Lack of Trust. ...

The Unknown. ...

Poor Timing. ...

How to Overcome Resistance and Effectively Implement Change. ...

Conclusion.

Loss of status or job security in the organization



1) People resist to change:-

Individuals tend to find security in traditional approaches to life and situations. One of the major reasons for resistance to change is uncertainty about the impact of change, especially the impact on job security. The fear of the unknown always has a major impact on the decisions of the individuals.

2) Lack of proper communication:

If the need for the change is not communicated to the workers in time and in an acceptable manner, then it can lead to resistance. A sense of participation in the change process by the employees reduces the extent of this resistance.

3) Group resistance:

Sometimes, individuals resist change because the group to which they belong resists it. The individuals usually comply with the group norms and codes and support the group attitudes and activities.

4) Loss of power and control:

There are times when a change will reduce the power base of an individual, group or unit and the prospect of such loss of power will create resistance, even though such change may be considered good for the organization as a whole.

5) Factors responsible for change:-

Mistrust and Lack Of Confidence:

When employees do not trust or feel confident in the person making the change, their resistance to it can be a huge barrier. In fact, change advisor and author Rick Maurer believes that lack of confidence in change-makers is a cause of resistance to change in organizations that is most often overlooked.

6) Emotional Responses

i) Changing the status quo is difficult, and many people will have emotional reactions to anything that upsets their routine. This is a natural and inevitable response. Brushing it off will only lead to stronger resistance.

ii) Use change management models that focus on emotional reactions to change, such as the Kübler-Ross Change Curve or Bridges Transition Model, to mitigate this common cause of resistance to change. Both models recognize that change sometimes leads to feelings of loss and grief. As such, change-makers must be prepared to manage these emotions and move people towards acceptance of the change.

7) Fear Of Failure

People will not support a change if they're not confident in their own abilities to adapt to it. When people feel threatened by their own shortcomings (real or imagined), they protect themselves from failure by resisting the change.

The ADKAR Model has two goals that address the fear of failure: knowledge and ability.

8) Poor Communication

The key to great change management communication is to create an active conversation. When you talk at people as opposed to with people, you're bound to get resistance to change.

9) Unrealistic Timelines

Find a balance between creating a sense of urgency and allowing time to transition. Don't force change too quickly. When you push too hard for a change to happen, it's easy to get tunnel vision and neglect important elements of your change plan.

10) Anticipating and planning for resistance is an essential aspect of implementing organizational change. When you dig into the reasons behind the resistance to change, you are better prepared to address it and move past it, regardless of which type of organizational change you undergo within your company.

Misunderstanding about the need for change/when the reason for the change is unclear – If staff do not understand the need for change you can expect resistance. Especially from those who strongly believe the current way of doing things works well...and has done for twenty years!

Fear of the unknown – One of the most common reasons for resistance is fear of the unknown. People will only take active steps toward the unknown if they genuinely believe – and perhaps more importantly, feel – that the risks of standing still are greater than those of



moving forward in a new direction

Lack of competence – This is a fear people will seldom admit. But sometimes, change in organizations necessitates changes in skills, and some people will feel that they won't be able to make the transition very well

Connected to the old way – If you ask people in an organization to do things in a new way, as rational as that new way may seem to you, you will be setting yourself up against all that hard wiring, all those emotional connections to those who taught your audience the old way – and that's not trivial

Low trust – When people don't believe that they, or the company, can competently manage the change there is likely to be resistance

Temporary fad – When people believe that the change initiative is a temporary fad

Not being consulted – If people are allowed to be part of the change there is less resistance.

People like to know what's going on, especially if their jobs may be affected. Informed employees tend to have higher levels of job satisfaction than uninformed employees

Poor communication – It's self-evident isn't it? When it comes to change management there's no such thing as too much communication

Changes to routines – When we talk about comfort zones we're really referring to routines. We love them. They make us secure. So there's bound to be resistance whenever change requires us to do things differently

Exhaustion/Saturation – Don't mistake compliance for acceptance. People who are overwhelmed by continuous change resign themselves to it and go along with the flow. You have them in body, but you do not have their hearts. Motivation is low

Change in the status quo – Resistance can also stem from perceptions of the change that people hold. For example, people who feel they'll be worse off at the end of the change are unlikely to give it their full support. Similarly, if people believe the change favours another group/department/person there may be (unspoken) anger and resentment

Benefits and rewards – When the benefits and rewards for making the change are not seen as adequate for the trouble involved

People resist change because they lacked awareness of why the changes were being made and how it would impact them.

It is hard to get adaptability with change and being used to so people resist change.

1) Mistrust and Lack Of Confidence

When employees do not trust or feel confident in the person making the change, their resistance to it can be a huge barrier. In fact, change advisor and author Rick Maurer believes that lack of confidence in change-makers is a cause of resistance to change in organizations that is most often overlooked.

2) Emotional Responses

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3) Fear Of Failure

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4) Poor Communication

The key to great change management communication is to create an active conversation. When you talk at people as opposed to with people, you're bound to get resistance to change.

Start by making a change communication plan. Before you initiate change, you should have several communication actions planned, such as the announcement of the change, small group discussions, one-on-one meetings, and methods for gathering feedback.



5) .Unrealistic Timelines

Find a balance between creating a sense of urgency and allowing time to transition. Don't force change too quickly. When you push too hard for a change to happen, it's easy to get tunnel vision and neglect important elements of your change plan.

Begin with a change implementation timeline. Map out every action and set deadlines so that you have a general idea of how long the entire transformation will take. Often, designing the path between the current state and change adoption helps you identify additional steps that are needed to facilitate the transition

Individuals tend to find security in traditional approaches to life and situations. One of the major reasons for resistance to change is uncertainty about the impact of change, especially the impact on job security. The fear of the unknown always has a major impact on the decisions of the individuals. Change is always difficult to make, be it individual change or organizational change. Attachment to familiar habits, practices, places and people may have to be given up.

a. Insecurity:

Change scares people. Individuals tend to find security in traditional approaches to life and situations. One of the major reasons for resistance to change is uncertainty about the impact of change, especially the impact on job security. The fear of the unknown always has a major impact on the decisions of the individuals.

New technology, new procedures, new systems can all create uncertainty and hence resistance to change.

b. Lack of proper communication:

If the need for the change is not communicated to the workers in time and in an acceptable manner, then it can lead to resistance. A sense of participation in the change process by the employees reduces the extent of this resistance.

c. Rapidity and extent of change:

If the changes are minor and involve routine operations, then the resistance, if any, would be minimal. However, if the changes are major such as reshuffling of staff, then the resistance will be highly visible. Similarly, slow changes in the process result in lower resistance than sudden or rapid changes.

d. Group resistance:

Sometimes, individuals -resist change because the group to which they belong resists it. The individuals usually comply with the group norms and codes and support the group attitudes and activities.

This resistance is commonly seen in union strikes when some individuals, even when they do not agree with the reasons for the strike, go along with it so as to fully support the group to which they belong.

e. Emotional turmoil:

One of the major reasons for resistance centers on the emotional turmoil that a change may cause, especially if the past experiences with changes have not been positive. This results in misunderstanding and lack of trust so that even when the change is well intended; its significance is misinterpreted, leading to resistance.

f. Loss of power and control:

There are times when a change will reduce the power base of an individual, group or unit and the prospect of such loss of power will create resistance, even though such change may be considered good for the organization as a whole. Downsizing of a department or a programmed can create loss of influence for some people which may be resented, leading to resistance.

There are a number of factors people resist change. Some of these factors are:

factors responsible for resistance to change-

1. The threat of power on an individual level.

It is more likely that managers will resist changes that will decrease their power and transfers it to their subordinates. In such a way, the threat of power is one of the causes of resistance to



change;

2. The threat of power on an organizational level.

With the change process, some groups, departments, or sectors of the organization become more powerful. Because of that, some persons will be opposed to such a proposal or processes where they will lose their organizational power;

3. Losing control of employees.

The change process can sometimes reduce the level of control that managers can conduct. In such a way, managers or employees can resist the proposed changes if the change process will require a reduction of their control power;

4. Increasing the control of the employees.

Organizational changes can increase the managerial control of the employees, and this process can produce employees to become resistant to such proposal proposals of change;

5. Economic factors.

Organizational changes sometimes can be seen from the employee's side simply as something that will decrease or increase their salary or other economic privileges that some workplace brings to them before implementing the change process. It is normal to expect that those who feel that they will lose a portion of their salary will resist the change.

6. Image, prestige, and reputation.

Each workplace brings adequate image, prestige, and reputation that are important to all employees. Organizational changes can make a drastic shift in these employee's benefits. If this is the case with the proposed change, then it will produce dissatisfaction. So, image, prestige, and reputation is one of the causes of resistance to change;

7. The threat of comfort.

Organizational changes, in many cases, result in personal discomfort and make employee's life more difficult. They make a transfer from the comfort of the status quo to the discomfort of the new situation. Employees have the skills to do an old job without some special attention to accomplishing the task. Each new task requires forgetting the old methods of doing the job and learning new things that lead to a waste of energy and causes dissatisfaction;

8. Job's security.

Organizational change can eliminate some workplaces, can produce technological excess, layoffs, and so on. Job's security simply is one of the causes of resistance to change;

9. Reallocation of resources.

With organizational changes, some groups, departments, or sectors of the organization can receive more resources while others will lose. This will bring resistance from the individuals, groups, or departments who will lose some of their currently available resources.

10. Fear of unknown.

Organizational change, in many cases, leads to uncertainty and some dose of fear. It is normal for people to feel the fear of uncertainty. When employees feel uncertainty in the process of transformation, they think that changes are something dangerous. This uncertainty affects organizational members to resist the proposed change

12. The threat to interpersonal relations.

Employees are often friends with each other, and they have a strong social and interpersonal relationship inside and outside the organization. If an organizational change process can be seen as a threat to these powerful social networks in the organization, the affected employees will resist that change.

13. Misunderstanding the process.

Organizational individuals usually resist change when they do not understand the real purpose



of the proposed changes. When employees don't understand the process, they usually assume something bad. This will cause resistance to change

1) Job Loss-

Job loss is a major reason that employees resist change in the workplace. In any business, there are constantly going to be things moving and changing, whether it is due to the need for more efficiency, better turnaround times, or the need for the employees to work smarter. With all these needs comes the opportunity for the company to downsize or create new jobs, and this is where the fear of job loss comes into play.

2) Poor Communication and Engagement-

Communication solves all ills. But a lack of it creates more of them. This is another crucial reason why employees oppose change. How the change process itself is communicated to the employees is very important because it determines how they react. If the process of what needs to be changed, how it needs to be changed and what success would look like cannot be communicated, then resistance should be expected. Employees need to understand why there is a need for change, because if they are just thrown the notion that what they have been used to for a long time is going to be completely renovated, with that will come much backlash.

3) Lack of Trust-

Trust is a vital tool to have when running a successful business. In organizations where there is a lot of trust in management, there is lower resistance to change. Mutual mistrust between management and employees will lead to the company going into a downward spiral, so trust is a must.

4) The Unknown-

We already mentioned communication, and a lack of it causes employees to feel like they don't know what's going on. If companies are constantly experiencing times where the future is unknown, there is also a good possibility that employees won't respond to change well. When the thought of change is brought up in this case, it would come as a surprise, leading to employees being caught off guard, which makes the situation much worse.

5) Poor Timing-

Timing is one of the biggest problems when it comes to change. A lot of the time, it's not the act itself that creates the resistance, but how and when it is delivered.

1. Misunderstanding about the need for change/when the reason for the change is unclear – If staff do not understand the need for change you can expect resistance. Especially from those who strongly believe the current way of doing things works well...and has done for twenty years!

2. Fear of the unknown – One of the most common reasons for resistance is fear of the unknown. People will only take active steps toward the unknown if they 3. genuinely believe – and perhaps more importantly, feel – that the risks of standing still are greater than those of moving forward in a new direction

4. Lack of competence – This is a fear people will seldom admit. But sometimes, change in organizations necessitates changes in skills, and some people will feel that they won't be able to make the transition very well

5. Connected to the old way – If you ask people in an organization to do things in a new way, as rational as that new way may seem to you, you will be setting yourself up against all that hard wiring, all those emotional connections to those who taught your audience the old way – and that's not trivial

6. Low trust – When people don't believe that they, or the company, can competently manage the change there is likely to be resistance

7. Temporary fad – When people believe that the change initiative is a temporary fad

8. Not being consulted – If people are allowed to be part of the change there is less resistance. People like to know what's going on, especially if their jobs may be affected. Informed employees tend to have higher levels of job satisfaction than uninformed employees

9. Poor communication – It's self evident isn't it? When it comes to change management



there's no such thing as too much communication

10.Changes to routines – When we talk about comfort zones we're really referring to routines. We love them. They make us secure. So there's bound to be resistance whenever change requires us to do things differently

11.Exhaustion/Saturation – Don't mistake compliance for acceptance. People who are overwhelmed by continuous change resign themselves to it and go along with the flow. You have them in body, but you do not have their hearts. Motivation is low

12.Change in the status quo – Resistance can also stem from perceptions of the change that people hold. For example, people who feel they'll be worse off at the end of the change are unlikely to give it their full support. Similarly, if people believe the change favours another group/department/person there may be (unspoken) anger and resentment

#Benefits and rewards – When the benefits and rewards for making the change are not seen as adequate for the trouble involved

(1) Loss of status or job security in the organization

It is not our nature to make changes that we view as harmful to our current situation. In an organizational setting, this means employees, peers, and managers will resist administrative and technological changes that result in their role being eliminated or reduced. From their perspective, your change is harmful to their place in the organization!

Forcing a change on others has its place. Over time, however, when this is the only approach that you use to make change, you'll find that your change results suffer. If you overuse this approach, you will harm your effectiveness over the long term as others will find direct and indirect ways to resist you. Without a thoughtful change strategy to address resistance to change, you will trigger strong resistance and organizational turnover.

(2) Poorly aligned (non-reinforcing) reward systems

Confused Manager There is a common business saying that managers get what they reward. Organizational stakeholders will resist change when they do not see any rewards.

When working with managers, I will ask them, Where is the reward to employees for implementing your change?

Without a reward, there is no motivation for your team to support your change over the long term. This often means that organizational reward systems must be altered in some way to support the change that you want to implement. The change does not have to always be major or costly. Intrinsic rewards are very powerful motivators in the workplace that are non-monetary.

(3) Surprise and fear of the unknown

The less your team members know about the change and its impact on them, the more fearful they will become. Leading change also requires not springing surprises on the organization! Your organization needs to be prepared for the change.

In the absence of continuing two-way communication with you, grapevine rumors fill the void and sabotage the change effort. In fact, ongoing communication is one of your most critical tools for handling resistance to change. But, it's not just telling! The neglected part of two-way communication – listening – is just as powerful.

Change that is poorly communicated will only stir up organizational resistance.

(4) Peer pressure.

Whether we are introverted or extroverted, we are still social creatures. Organizational stakeholders will resist change to protect the interests of a group.

You might see this among some of your team members who feel compelled to resist your change to protect their co-workers. If you're a senior executive or middle manager, your managers who report to you may will resist your change effort to protect their work groups.



As the psychologist Abraham Maslow discussed, the need to belong to a group is a powerful need in the workplace. If your change effort threatens these workplace social bonds, some of your team members may resist your change effort.

(5) Climate of mistrust

Skeptical Suspicious Doubting Woman Meaningful organizational change does not occur in a climate of mistrust. Trust, involves faith in the intentions and behavior of others. Mutual mistrust will doom an otherwise well-conceived change initiative to failure.

If you are trying to implement your change effort in an environment where most of the people working with you mistrust each other, you'll have limited success. You'll need to spend some time rebuilding trust if you want better results from your change effort.

Trust is a fragile asset that is easily harmed.

It's hard to get employees to support the changes that leadership wants to make when all that the employees see for themselves are negative consequences.

(6) Organizational politics

Some resist change as a political strategy to "prove" that the decision is wrong. They may also resist to show that the person leading the change is not up to the task. Others may resist because they will lose some power in the organizational. In these instances, these individuals are committed to seeing the change effort fail.

Sometimes when I work with managers they become frustrated with the political resistance that they encounter from others. Political obstacles are frustrating when you are trying to implement needed change. My advice to you is to acknowledge what you are feeling and then take positive steps to counter the organizational resistance you are facing.

Politics in organizations are a fact of life!

(7) Fear of failure

Sweeping changes on the job can cause your team members to doubt their capabilities to perform their duties. What is known is comfortable! Your team members may be resisting these changes because they are worried that they cannot adapt to new work requirements.

Fear is a powerful motivator that can harden people's intent to resist your efforts to implement change. If you want your change effort to be successful, you'll need to help your team members move beyond these fears.

(8) Faulty Implementation Approach (Lack of tact or poor timing)

Sometimes it is not what a leader does, but it is how s/he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

In other words, people may agree with the change that you want to implement but they may not agree with how you are going about making the change.

Factors responsible for resistance to change

.1 The threat of power on an individual level.

It is more likely that managers will resist changes that will decrease their power and transfers it to their subordinates. In such a way, the threat of power is one of the causes of resistance to change;

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With the change process, some groups, departments, or sectors of the organization become more powerful. Because of that, some persons will be opposed to such a proposal or processes where they will lose their organizational power;

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The change process can sometimes reduce the level of control that managers can conduct. In such a way, managers or employees can resist the proposed changes if the change process will require a reduction of their control power;

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With organizational changes, some groups, departments, or sectors of the organization can receive more resources while others will lose. This will bring resistance from the individuals, groups, or departments who will lose some of their currently available resources.

10. Already gained the interests of some organized groups in the company.

Organizational change can make new groups more significant for the success of the organization. That's a big threat for old coalitions that will cause resistance to change in those groups that will become more insignificant with the proposals;

11. Implications on personal plans.

Organizational change can stop other plans, projects, or other personal or family activities. In such a way, this become one of the causes of resistance to change for those persons who will be reached by this change;

12. Too much dependence on others.

In an organization, there are employees who too much depend on other individuals. This dependence is based on the current support that they receive from powerful individuals. If the change process brings the threat of that dependence, it will cause resistance to change of those persons that will be threatened by this change;

13. Misunderstanding the process.

Organizational individuals usually resist change when they do not understand the real purpose of the proposed changes. When employees don't understand the process, they usually assume something bad. This will cause resistance to change;

14. Mistrust to initiators of change.



When employees don't have trust in the initiators of the process, the process will not be accepted, and this will cause resistance to change.

15. Different evaluations and perceptions.

Different evaluation and perception can affect organizational changes if persons consider the proposed changes as a bad idea. Because of that, they are resistant to proposed changes.

16. Fear of unknown.

Organizational change, in many cases, leads to uncertainty and some dose of fear. It is normal for people to feel the fear of uncertainty. When employees feel uncertainty in the process of transformation, they think that changes are something dangerous. This uncertainty affects organizational members to resist the proposed change;

17. Organizational members' habits.

Employees' work is based on habits, and work tasks are performed in a certain way based on those habits. Organizational changes require shifts of those habits and because of that dissatisfaction from these proposals.

18. Previous Experience.

All employees already have some experience with a previous organizational change process. So, they know that this process is not easy. That experience simply will tell them that most of the change processes in the past were a failure. So, this can cause resistance to change;

19. The threat to interpersonal relations.

Employees are often friends with each other, and they have a strong social and interpersonal relationship inside and outside the organization. If an organizational change process can be seen as a threat to these powerful social networks in the organization, the affected employees will resist that change.

20. The weakness of the proposed changes.

Sometimes proposed change might have a weakness that can be recognized by the employees. So, those employees will resist implementing the process until these weaknesses are not removed or solved.

People resist change because of Leadership is about change, but what is a leader to do when faced with ubiquitous resistance? Resistance to change manifests itself in many ways, from foot-dragging and inertia to petty sabotage to outright rebellions. The best tool for leaders of change is to understand the predictable, universal sources of resistance in each situation and then strategize around them. Here are the ten I've found to be the most common.

-Loss of control. Change interferes with autonomy and can make people feel that they've lost control over their territory. It's not just political, as in who has the power. Our sense of self-determination is often the first things to go when faced with a potential change coming from someone else. Smart leaders leave room for those affected by change to make choices. They invite others into the planning, giving them ownership.

-Excess uncertainty. If change feels like walking off a cliff blindfolded, then people will reject it. People will often prefer to remain mired in misery than to head toward an unknown. As the saying goes, "Better the devil you know than the devil you don't know." To overcome inertia requires a sense of safety as well as an inspiring vision. Leaders should create certainty of process, with clear, simple steps and timetables.

-Surprise, surprise! Decisions imposed on people suddenly, with no time to get used to the idea or prepare for the consequences, are generally resisted. It's always easier to say No than to say Yes. Leaders should avoid the temptation to craft changes in secret and then announce them all at once. It's better to plant seeds – that is, to sprinkle hints of what might be coming and seek input.

-Everything seems different. Change is meant to bring something different, but how different? We are creatures of habit. Routines become automatic, but change jolts us into consciousness, sometimes in uncomfortable ways. Too many differences can be distracting or confusing. Leaders should try to minimize the number of unrelated differences introduced by a central change. Wherever possible keep things familiar. Remain focused on the important



things; avoid change for the sake of change.

-Loss of face. By definition, change is a departure from the past. Those people associated with the last version – the one that didn't work, or the one that's being superseded – are likely to be defensive about it. When change involves a big shift of strategic direction, the people responsible for the previous direction dread the perception that they must have been wrong. Leaders can help people maintain dignity by celebrating those elements of the past that are worth honoring, and making it clear that the world has changed. That makes it easier to let go and move on.

-Concerns about competence. Can I do it? Change is resisted when it makes people feel stupid. They might express skepticism about whether the new software version will work or whether digital journalism is really an improvement, but down deep they are worried that their skills will be obsolete. Leaders should over-invest in structural reassurance, providing abundant information, education, training, mentors, and support systems.

-Ripple effects. Like tossing a pebble into a pond, change creates ripples, reaching distant spots in ever-widening circles. The ripples disrupt other departments, important customers, people well outside the venture or neighborhood, and they start to push back, rebelling against changes they had nothing to do with that interfere with their own activities. Leaders should enlarge the circle of stakeholders. They must consider all affected parties, however distant, and work with them to minimize disruption.

-Past resentments. The ghosts of the past are always lying in wait to haunt us. As long as everything is steady state, they remain out of sight. But the minute you need cooperation for something new or different, the ghosts spring into action. Old wounds reopen, historic resentments are remembered – sometimes going back many generations. Leaders should consider gestures to heal the past before sailing into the future.

-Sometimes the threat is real. Now we get to true pain and politics. Change is resisted because it can hurt. When new technologies displace old ones, jobs can be lost; prices can be cut; investments can be wiped out. The best thing leaders can do when the changes they seek pose significant threat is to be honest, transparent, fast, and fair. For example, one big layoff with strong transition assistance is better than successive waves of cuts.

Factors That Affect Resistance

-How much resistance a material has depends on several factors: the type of material, its width, its length, and its temperature.

-All materials have some resistance, but certain materials resist the flow of electric current more or less than other materials do. Materials such as plastics have high resistance to electric current. They are called electric insulators. Materials such as metals have low resistance to electric current. They are called electric conductors.

A wide wire has less resistance than a narrow wire of the same material. Electricity flowing through a wire is like water flowing through a hose. More water can flow through a wide hose than a narrow hose. In a similar way, more current can flow through a wide wire than a narrow wire.

A longer wire has more resistance than a shorter wire. Current must travel farther through a longer wire, so there are more chances for it to collide with particles of matter.

A cooler wire has less resistance than a warmer wire. Cooler particles have less kinetic energy, so they move more slowly. Therefore, they are less likely to collide with moving electrons in current. Materials called superconductors have virtually no resistance when they are cooled to extremely low temperatures. You can learn more about superconductors at this URL:

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Factors responsible for resistance to change:

1) Mistrust and Lack Of Confidence

When employees do not trust or feel confident in the person making the change, their resistance to it can be a huge barrier. In fact, change advisor and author Rick Maurer believes that lack of confidence in change-makers is a cause of resistance to change in organizations that is most often overlooked.



Maurer's 3 Levels of Resistance to Change are: I don't get it, I don't like it, and I don't like you. That's right — people may not resist the change itself but rather the person making it. Of course, "you" does not always refer to the change-maker specifically. It could also be someone the change-maker represents, such as corporate headquarters or a faceless CEO.

2) Emotional Responses

Changing the status quo is difficult, and many people will have emotional reactions to anything that upsets their routine. This is a natural and inevitable response. Brushing it off will only lead to stronger resistance.

Use change management models that focus on emotional reactions to change, such as the Kübler-Ross Change Curve or Bridges Transition Model, to mitigate this common cause of resistance to change.

3) Fear Of Failure

People will not support a change if they're not confident in their own abilities to adapt to it. When people feel threatened by their own shortcomings (real or imagined), they protect themselves from failure by resisting the change.

4) Poor Communication

The key to great change management communication is to create an active conversation. When you talk at people as opposed to with people, you're bound to get resistance to change.

5) Unrealistic Timelines

Find a balance between creating a sense of urgency and allowing time to transition. Don't force change too quickly. When you push too hard for a change to happen, it's easy to get tunnel vision and neglect important elements of your change plan

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In practice, there are 8 common reasons why people resist change:

(1) Loss of status or job security in the organization- It is not our nature to make changes that we view as harmful to our current situation. In an organizational setting, this means employees, peers, and managers will resist administrative and technological changes that result in their role being eliminated or reduced. From their perspective, your change is harmful to their place in the organization!

Forcing a change on others has its place. Over time, however, when this is the only approach that you use to make change, you'll find that your change results suffer. If you overuse this approach, you will harm your effectiveness over the long term as others will find direct and indirect ways to resist you. Without a thoughtful change strategy to address resistance to change, you will trigger strong resistance and organizational turnover

(2) Poorly aligned (non-reinforcing) reward systems- There is a common business saying that managers get what they reward. Organizational stakeholders will resist change when they do not see any rewards.

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(7) Fear of failure-Sweeping changes on the job can cause your team members to doubt their capabilities to perform their duties. What is known is comfortable! Your team members may be resisting these changes because they are worried that they cannot adapt to new work requirements.

Fear is a powerful motivator that can harden people's intent to resist your efforts to implement change. If you want your change effort to be successful, you'll need to help your team members move beyond these fears

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Sometimes it is not what a leader does, but it is how s/he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

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Sometimes it is not what a leader does, but it is how s/he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

In other words, people may agree with the change that you want to implement but they may not agree with how you are going about making the change.

Also following are the factors responsible for resistance to change

1. The threat of power on an individual level.

It is more likely that managers will resist changes that will decrease their power and transfers it to their subordinates. In such a way, the threat of power is one of the causes of resistance to change;

2. The threat of power on an organizational level.

With the change process, some groups, departments, or sectors of the organization become more powerful. Because of that, some persons will be opposed to such a proposal or processes where they will lose their organizational power;

3. Losing control of employees.

The change process can sometimes reduce the level of control that managers can conduct. In such a way, managers or employees can resist the proposed changes if the change process



will require a reduction of their control power;

4. Increasing the control of the employees.

Organizational changes can increase the managerial control of the employees, and this process can produce employees to become resistant to such proposal proposals of change;

5. Economic factors.

Organizational changes sometimes can be seen from the employee's side simply as something that will decrease or increase their salary or other economic privileges that some workplace brings to them before implementing the change process. It is normal to expect that those who feel that they will lose a portion of their salary will resist the change.

6. Image, prestige, and reputation.

Each workplace brings adequate image, prestige, and reputation that are important to all employees. Organizational changes can make a drastic shift in these employee's benefits. If this is the case with the proposed change, then it will produce dissatisfaction. So, image, prestige, and reputation is one of the causes of resistance to change;

7. The threat of comfort.

Organizational changes, in many cases, result in personal discomfort and make employee's life more difficult. They make a transfer from the comfort of the status quo to the discomfort of the new situation. Employees have the skills to do an old job without some special attention to accomplishing the task. Each new task requires forgetting the old methods of doing the job and learning new things that lead to a waste of energy and causes dissatisfaction;

8. Job's security.

Organizational change can eliminate some workplaces, can produce technological excess, layoffs, and so on. Job's security simply is one of the causes of resistance to change;

9. Reallocation of resources.

With organizational changes, some groups, departments, or sectors of the organization can receive more resources while others will lose. This will bring resistance from the individuals, groups, or departments who will lose some of their currently available resources.

10. Already gained the interests of some organized groups in the company.

Organizational change can make new groups more significant for the success of the organization. That's a big threat for old coalitions that will cause resistance to change in those groups that will become more insignificant with the proposals.

Individuals tend to find security in traditional approaches to life and situations. One of the major reasons for resistance to change is uncertainty about the impact of change, especially the impact on job security. The fear of the unknown always has a major impact on the decisions of the individuals.

Change management isn't working as it should. In a telling statistic, leading practitioners of radical corporate reengineering report that success rates in Fortune 1,000 companies are well below 50%; some say they are as low as 20%. The scenario is all too familiar. Company leaders talk about total quality management, downsizing, or customer value. Determined managers follow up with plans for process improvements in customer service, manufacturing, and supply chain management, and for new organizations to fit the new processes. From subordinates, management looks for enthusiasm, acceptance, and commitment. But it gets something less. Communication breaks down, implementation plans miss their mark, and results fall short.



This happens often enough that we have to ask why, and how we can avoid these failures. An organization, business, or company is interacting with its environment. Each environmental change will affect the organization's work and performances, and because of that, the organization will need to adapt itself regarding changes in the environment. Expecting resistance to change and planning for it from the start of your change management programme will allow you to effectively manage objections.

Understanding the most common reasons people object to change gives you the opportunity to plan your change strategy to address these factors.

It's not possible to be aware of all sources of resistance to change. Expecting that there will be resistance to change and being prepared to manage it is a proactive step. Recognizing behaviors that indicate possible resistance will raise awareness of the need to address the concerns.

Factors responsible for resistance to change

In spite of the above there are several reasons for resisting changes in the organisation.

1. Habits:

There are people who are habitual in opposing anything come in their way. It is the natural human tendency to resist change. They resist change because implementing change will force the person to change himself and his habits to accommodate change. So, they resist.

2. Economic Factors:

There are several economic reasons or factors responsible for resistance to change. People fear that if new technology is introduced they may face the problem of unemployment. So they oppose automation and computerization. Another reason under this category is that new technology wants specialized services and skills. In absence of those skills employees are obsessed with the threat of demotion or removal from the same post which will affect them economically. Some people fear that the change will increase their workload without increase in their wages.

3. Perception:

People live and enjoy the world they have perceived. It creates an impression that what they think about anything is right. They selectively process information to shape their perception. They fail to come out of that self styled creation of their mind. When new changes are introduced or new information is utilized, they simply ignore them.

Managers have to take lot of pains to convince them about the new technology and idea. For instance, concept of total quality management is opposed by the employees. They use to reject the argument in favour of TQM and its advantages. They have to acquire new knowledge regarding control techniques and statistics. So, they resist.

4. Training:

New changes require new skills and knowledge and for using the machines required training. People oppose going for training and retraining.

5. Social Factors:

There are some social factors which prompt individuals to resist changes. They feel that the change will introduce new people, new environment and new superiors and they have to adjust with new people and environment by changing themselves. They also feel that it is the organisation that will benefit from the changes and they individually won't; therefore, they resist change.

Resistance to change is an important part of the success of all change efforts in each company. Dealing with resistance largely depends on your ability to recognize the real sources or causes of resistance to change.

Managers will need to be aware that there will always be persons in their organizations that will resist the proposed changes. Thus, the efficiency and effectiveness of the change process



will be in direct relation with resistance to change and successful managing resistance to change.

The practice of managing resistance to change recognizes four types of persons regarding their responses to changes. So, we can have:

1. Persons who will initiate the change process.
2. Persons who will accept the proposed change.
3. Those who will be indifferent to the proposed change.
4. Persons who will not accept the proposed change.

Some common reasons for resistance to change within school organizations include interference with need fulfillment, selective perception, habit, inconvenience or loss of freedom, economic implications, security in the past, fear of the unknown, threats to power or influence, knowledge and skill obsolescence, ..

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6. Image, prestige, and reputation.

Each workplace brings adequate image, prestige, and reputation that are important to all employees.

7. The threat of comfort.

Organizational changes, in many cases, result in personal discomfort and make employee's life more difficult.

We've all heard the saying that "change is always good," right? Wrong. Change is a constant at every organization, but employees have quickly become the number one opponent of change. There are several different reasons why employees have learned to resist change, but the primary reason is the bad management of change in the workplace.

Unfortunately, most employees won't respond to change with the happiness and glee that is expected; companies need to understand that there is going to be resistance. Let's face it: people prefer stability and comfort over change in both their personal and professional lives. Though it's much easier to live inside the comfort of normal day-to-day life, change happens and is always going to be something that needs to be handled. Over the past few years, change has become a norm in the business world. Companies that can manage change with ease will have the upper hand over their competition.

factors responsible for Resistance to Change

- 1) Job Loss

Job loss is a major reason that employees resist change in the workplace. In any business, there are constantly going to be things moving and changing, whether it is due to the need for more efficiency, better turnaround times, or the need for the employees to work smarter. With all these needs comes the opportunity for the company to downsize or create new jobs, and this is where the fear of job loss comes into play.

- 2) Poor Communication and Engagement



Communication solves all ills. But a lack of it creates more of them. This is another crucial reason why employees oppose change. How the change process itself is communicated to the employees is very important because it determines how they react. If the process of what needs to be changed, how it needs to be changed and what success would look like cannot be communicated, then resistance should be expected. Employees need to understand why there is a need for change, because if they are just thrown the notion that what they have been used to for a long time is going to be completely renovated, with that will come much backlash

3)Lack of Trust

Trust is a vital tool to have when running a successful business. In organizations where there is a lot of trust in management, there is lower resistance to change. Mutual mistrust between management and employees will lead to the company going into a downward spiral, so trust is a must.

4)The Unknown

We already mentioned communication, and a lack of it causes employees to feel like they don't know what's going on. If companies are constantly experiencing times where the future is unknown, there is also a good possibility that employees won't respond to change well. When the thought of change is brought up in this case, it would come as a surprise, leading to employees being caught off guard, which makes the situation much worse.

5)Poor Timing

Timing is one of the biggest problems when it comes to change. A lot of the time, it's not the act itself that creates the resistance, but how and when it is delivered. Hence, these are the factors which are responsible for resistance to change

We all heard the saying that change is always good right? wrong. change is a constant at every organization but employees have quickly become the number one opponent of change. There are several different reasons why employees have learned to resist change, but the primary reason is the bad management of change in workplace.

Reasons:-

1. Job Loss- Its a major reason that employees resist change in workplace. In any business there are constantly going to be things moving and changing whether its due to need for more efficiency better turnaround times, or the need for the employees to work smarter. With all these needs comes the opportunity for the company to downsize or create new jobs, and this is where the fear of job loss comes into play.

Poor communication and engagement- Communication solves all ills. But a lack of it creates more of them. This is another crucial reason why employees oppose change. How the change process itself is communicated to the employees is very important because it determines how they react. If the process of what needs to be changed.

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The unknown - We already mentioned communication and a lack of it causes employees to feel like they don't know what's going on. If companies are constantly experiencing times where the future is unknown, there is a good possibility that employees won't respond to change well.

Poor timing- Timing is one of the biggest problems when it comes to change. A lot of the time, it's not the act itself that creates the resistance but how and when it is delivered.



People resist change because Change interferes with autonomy and can make people feel that they've lost control over their territory. It's not just political, as in who has the power. Our sense of self-determination is often the first thing to go when faced with a potential change coming from someone else.

1) Mistrust and Lack Of Confidence :

When employees do not trust or feel confident in the person making the change, their resistance to it can be a huge barrier.

In fact, change advisor and author Rick Maurer believes that lack of confidence in change-makers is a cause of resistance to change in organizations that is most often overlooked.

2) Emotional Responses :

Changing the status quo is difficult, and many people will have emotional reactions to anything that upsets their routine. This is a natural and inevitable response. Brushing it off will only lead to stronger resistance.

3) Fear Of Failure :

People will not support a change if they're not confident in their own abilities to adapt to it. When people feel threatened by their own shortcomings (real or imagined), they protect themselves from failure by resisting the change.

4) Poor Communication:

The key to great change management communication is to create an active conversation. When you talk at people as opposed to with people, you're bound to get resistance to change. Start by making a change communication plan. Before you initiate change, you should have several communication actions planned, such as the announcement of the change, small group discussions, one-on-one meetings, and methods for gathering feedback.

5) Unrealistic Timelines:

Find a balance between creating a sense of urgency and allowing time to transition. Don't force change too quickly. When you push too hard for a change to happen, it's easy to get tunnel vision and neglect important elements of your change plan.

It is said that change is a constant and a continuous process. As change is a natural process, the resistance to change is also a natural phenomenon. It is not that all the changes are resisted; only a few are resisted and more are accepted.

Factors responsible for resistance of change.

1. Economic Factors. The employees feel economically insecure and unsafe.

(a) Introduction of latest technology brings automation and computerisation entails to reduction in manpower.

(b) Fear of acquiring new skills and techniques.

(c) Risk of unemployment looms over employees.

(d) Demotion

(e) Removal from job.

(f) Fear of economic loss

(g) Reduced incentive and wages

(h) Increase in workload without change in salary.

2. Social System.

(a) Conformity to norms. - Compliance with the organisation rules and laws.

(b) Systematic cultural inheritance.

(c) Vested interest of employees.

(d) New environment, new superiors and adjustment with new people is challenging.

(e) Perceived thought that organisation will change but they will not.

3. Personality.



- (a) Habit
- (b) Primacy - Gives priority to pre-eminent things in life.
- (c) Scientific perception.
- (d) Regression - The person is reattached to his own previous ideas.
- (e) Insecurity - Feel insecure and having preconceived ideas of his own.
- (f) Self Distress - Remains self centred, anxious, anguish and dejected due to the perceived changes.

4. Logical.

- (a) Time required to adjusting.
- (b) Additional efforts to learn.
- (c) Extra efforts to relearn.
- (d) Possibility of less desirable conditions, such as skills downsizing .
- (e) Economic cost of change
- (f) Questioned technical feasibility of change.

5. Psychological, Emotional Causes.

- (a) Fear of the unknown;
- (b) Low tolerance to change;
- (c) Dislike of management or other agent of change;
- (d) Lack of trust in others;
- (e) Need for security, desire for status quo.

6. Sociological factors.

- (a) Narrow outlook
- (b) Peer pressure of colleague
- (c) Political conditions.
- (d) Opposing group value.
- (e) Parochial, narrow outlook.
- (f) Desire to retain existing friendship.

In spite of the above there are several reasons for resisting changes in the organisation.

7. Habits:

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9. Training:

New changes require new skills and knowledge and for using the machines required training. People oppose going for training and retraining.

Change is basically a variation in pre-existing methods, customs, and conventions. Since all organizations function in dynamic environments, they constantly have to change themselves to succeed.

The following are some common reasons for this:

- People generally find it convenient to continue doing something as they have always been doing. Making them learn something new is difficult.



- Changes always bring about alterations in a person's duties, powers, and influence. Hence, the people to whom such changes will affect negatively will always resist.
- People who are adamant on maintaining customs instead of taking risks and doing new things will always resist changes. This can happen either due to their insecurities or lack of creativity and will.

Changes in technology, economy, trend and the business environment have resulted in operational change in the organization. The management is forced to implement the changes whether they like it or not. Unfortunately, not all employees express positive response to change in the organization. Given that we live in an evolving world, one would think that the employees will be aware of it and soon get accustomed to the change in the organization. But the truth is quite opposite to it.

Factors responsible for resistance to change-

1. Mind set: Majority of the employees who take their work and work place only as source of income would want to have a simplified job format. When the organization poses some change in the operation, what immediately comes to the employees mind is, "will the change simplify/complicate their work?"
2. Change of routine: When employees are habituated in following a routine, they would not like any changes as it might ask them to step out of their comfort zone.
3. Lack of knowledge/expertise: Employees may resist change simply because they lack sufficient knowledge about the change taking place in the organization or lack of expertise. Not knowing much about the specifics of the change, they imagine it to be difficult to deal with and therefore, they resist giving the change a chance.
4. Workload: Change in organization would initially be hard for employees as it would take time for them to understand. Consequently, the processing of the change makes them feel loaded with work which is why they resist change.
5. Unwilling to learn: Some employees feel that their work does not need any advancement and therefore are unwilling to learn something new and are hesitant to change.
6. No change in compensation: Compensation is one of the main factors that make employees perform better. If they feel that the change in operations would not make any good difference on their pay-slip, then they abide the change in organization.
7. Fear: Fear could be of not knowing much about the imposed change, losing their position and if the change will bring improvement or not. At the hand of fear, they fail to realize that the change is needed for the organization to stay competitive. Thus, they resist change as they are satisfied with the present workflow.
8. Peer Pressure: Some employees blindly follow their colleagues/team mates without even knowing if the change would affect them or not.
9. Loss of freedom: Employees grooved to certain level of personal freedom at workplace would not want to let go of that.
10. Past experience: Few bad experiences from their ex organization would spring into action when there is a change in the organization and apparently they resist it.

(1) Loss of status or job security in the organization

It is not our nature to make changes that we view as harmful to our current situation. In an organizational setting, this means employees, peers, and managers will resist administrative and technological changes that result in their role being eliminated or reduced. From their perspective, your change is harmful to their place in the organization. Forcing a change on others has its place. Over time, however, when this is the only approach that you use to make change, you'll find that your change results suffer. If you overuse this approach, you will harm your effectiveness over the long term as others will find direct and indirect ways to resist you. Without a thoughtful change strategy to address resistance to change, you will trigger strong resistance and organizational turnover.

(2) Poorly aligned (non-reinforcing) reward systems:-



There is a common business saying that managers get what they reward. Organizational stakeholders will resist change when they do not see any rewards.

When working with managers, I will ask them, Where is the reward to employees for implementing your change?

Without a reward, there is no motivation for your team to support your change over the long term. This often means that organizational reward systems must be altered in some way to support the change that you want to implement. The change does not have to always be major or costly. Intrinsic rewards are very powerful motivators in the workplace that are non-monetary.

(3) Surprise and fear of the unknown

The less your team members know about the change and its impact on them, the more fearful they will become. Leading change also requires not springing surprises on the organization! Your organization needs to be prepared for the change.

In the absence of continuing two-way communication with you, grapevine rumors fill the void and sabotage the change effort. In fact, ongoing communication is one of your most critical tools for handling resistance to change. But, it's not just telling! The neglected part of two-way communication — listening — is just as powerful.

Change that is poorly communicated will only stir up organizational resistance.

(4) Peer pressure.

Whether we are introverted or extroverted, we are still social creatures. Organizational stakeholders will resist change to protect the interests of a group.

You might see this among some of your team members who feel compelled to resist your change to protect their co-workers. If you're a senior executive or middle manager, your managers who report to you may will resist your change effort to protect their work groups. As the psychologist Abraham Maslow discussed, the need to belong to a group is a powerful need in the workplace. If your change effort threatens these workplace social bonds, some of your team members may resist your change effort.

(5) Climate of mistrust

Meaningful organizational change does not occur in a climate of mistrust. Trust, involves faith in the intentions and behavior of others. Mutual mistrust will doom an otherwise well-conceived change initiative to failure. If you are trying to implement your change effort in an environment where most of the people working with you mistrust each other, you'll have limited success. You'll need to spend some time rebuilding trust if you want better results from your change effort.

Trust is a fragile asset that is easily harmed.

(6) Organizational politics

Some resist change as a political strategy to "prove" that the decision is wrong. They may also resist to show that the person leading the change is not up to the task. Others may resist because they will lose some power in the organizational. In these instances, these individuals are committed to seeing the change effort fail.

Sometimes when I work with managers they become frustrated with the political resistance that they encounter from others. Political obstacles are frustrating when you are trying to implement needed change. My advice to you is to acknowledge what you are feeling and then take positive steps to counter the organizational resistance you are facing.

(7) Fear of failure

Sweeping changes on the job can cause your team members to doubt their capabilities to



perform their duties. What is known is comfortable! Your team members may be resisting these changes because they are worried that they cannot adapt to new work requirements.

Fear is a powerful motivator that can harden people's intent to resist your efforts to implement change. If you want your change effort to be successful, you'll need to help your team members move beyond these fears.

(8) Faulty Implementation Approach (Lack of tact or poor timing)

Sometimes it is not what a leader does, but it is how s/he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

In other words, people may agree with the change that you want to implement but they may not agree with how you are going about making the change.

For any significant organizational change effort to be effective, you'll need a thoughtful strategy and a thoughtful implementation approach to address these barriers.

Major organizational factors for resistance to change are as follows:

1. Threat to Power and Influence

A change is likely to be incorporated successfully if it has the blessing and support of top management. When people, at the top level, consider change as a potential threat to their position and influence, they resist it.

A change is likely to produce a new power equilibrium with more emphasis on knowledge and new skills. This new equilibrium may reduce the amount of power and influence of people at the top which may not be liked by them. Therefore, they may resist any such change.

2. Organization Structure

Some forms of organization structure are more resistant to change, for example, bureaucratic structure. A bureaucratic structure where lines of communication are clearly spelled out, jobs are precisely defined, works against change. Since all these are prescribed rigidly, there is very little scope of making changes. Moreover, the flow of information from top to bottom level is stressed.

Therefore, there is every possibility that an information initiating or necessitating change may be screened out at the higher level itself because change does not suit the present organization structure. Unless the person at the top is highly dynamic, change will always be resisted.

3. Resource Constraints

Many organizations resist change because of resource constraints. It is to be noted that all organizations have limited resources because resources are limited by their basic nature.

However, some organizations may feel resource constraints more than others. In such a case, the organizations may not like to incorporate change because it involves some additional cost at least in the beginning.

4. Sunk Costs

Organizations may also resist change because they have invested in fixed assets and other resources. These costs cannot be recovered unless the assets and resources are put to productive use. When change is incorporated, many of these resources become useless. This may be true for assets as well as for persons also. For example, earlier it has been seen that change may result in obsolescence of skills.



Q.1 2 How the Organizations can overcome the resistance to change

25 responses

1)Overcome opposition-

Regardless of how well companies manage a change, there is always going to be resistance. Companies should engage those who are opposed to a change. By doing this, they can actively see what their concerns are and possibly alleviate the problem in a timely manner. By allowing employees time to give their input, it assures them that they are part of a team that actually cares about its employees.

2)Communicating both early and often is necessary when trying to convey anything to employees. There should be a constant conversation between the C-Suite and the general employees on what is happening day to day, and for what is to come in the future. The best piece of advice that a company can take in this regard is to be truthful, straightforward, and timely with big changes in the workplace. Company-wide emails and intranets are great tools to utilize and this allows for employees to ask questions and stay informed.

3)An explanation for why the change is needed is always a good idea. By helping employees better understand why a change is important for the company, it's easier to get them on board with the change, and it can also encourage them to become an advocate for change. With this, an explanation of "what's in it for me?" helps employees see the big picture and the benefits of the change, instead of only giving them a narrow view of what is to happen in the near future. Innovation and improvement are two things that are occurring on a daily basis. With new ideas and suggestions there are always ways to improve as a company, whether it be changing the outlook on an assignment, or changing the way the office dynamic is on a day-to-day basis. Regardless of what it is, there are always ways to improve, and this could really affect how employees look at change management in the workplace.

4)Effectively engage employees-

Listen, listen, listen. If there is another piece advice that a company should take, it's to receive and respond to the feedback that is provided by the employees. They are the ones making sure that all the clients are happy and that all the work gets done, so keeping them in the loop is vital.

5)Ask employees probing questions: Is the change working? What can we do to make it work better? Do employees have any questions or concerns? These are all great questions to ask, but if feedback is going to be collected, it actually needs to be read and utilized. Leveraging an employee engagement survey is a great first step. These answers can be used to change the plan accordingly, and show employees that their ideas and concerns are being heard. Understanding that no two employees are the same is another important tactic to use when trying to understand the employee's concern. Being able to realize that there are going to be many different reasons for opposition depending on the person is pertinent, because then managers can tailor ways to work out these problems.

6)Implement change in several stages

Change doesn't happen all at once. Companies should first prepare for the change, then take action on the change and make a plan for managing the change, and third, support the change and assure that all is going as planned.

7)Communicate change effectively

The best way that you as an employer can communicate change is to explicitly tell employees what is going on. Using a blend of formal and informal communication allows you to ensure that all employees receive the news about the change in some way or another. With all the communication outlets such as email, company intranets, town halls, and face-to-face meetings, the message is going to get across the company. Employing several different ways



to communicate change helps explain the vision, goals and expectations for what needs to happen and why.

*Organization can overcome the resistance to change by using following points -

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Overcome opposition. Regardless of how well companies manage a change, there is always going to be resistance. ...



Effectively engage employees. Listen, listen, listen. ...
Implement change in several stages. ...
Communicate change effectively.

The next strategy to overcome resistance to change is to communicate the why, what and how. Develop a communication plan that is more than just telling your employees what you want them to do. Effective communication segments and targets each audience, focusing on what they care about and need to know.

1)The first strategy to overcome resistance to change is to communicate. Communication is key – you already knew that. However, try letting your employees initiate the conversation.

2)People want to be heard, and giving them a chance to voice their opinions will help alleviate the frustration they feel over the situation.

3)What's more, your employee's thoughts, concerns and suggestions will prove wildly valuable to steer your change project.

4)At the very least, understanding them will help you pinpoint the root of employee resistance to change.

5)Communicate the Reasons for Change

The next strategy to overcome resistance to change is to communicate the why, what and how. Develop a communication plan that is more than just telling your employees what you want them to do.

6) Resistance to change:-

Get Excited

How you communicate the change has a huge impact on how much resistance to change will occur. If you wholeheartedly communicate the reasons for change, your conviction will be contagious. Any hesitancy will undermine the operation.

7)Make it About Employees

Change is only possible if your human resources are on board, so make sure changes are approached in terms of the employee. If you are implementing a new software system – plan your project through the lens of user adoption rather than focusing on the technology. It's not about what the technology can do, it is about what the user can do with the help of this new technology.

8)Delegate Change

A great strategy to overcome resistance to change is: Fight resistance with culture. Train team members who are natural leaders first. They will serve as role models and influencers for the rest of your employees. This has a ripple effect.

9)Show Them the Data

While resistance to change is usually emotional rather than logical, it can be helpful to use some hard facts as a supplementary strategy. Let your employees see the data for themselves. This is a great way to simultaneously show transparency and demonstrate the need for improvement.

10)Implement in stages

Whether digital or other, any kind of transformation can't just happen overnight. There had to be proper preparation leading up to the change, with plenty of advance warning and participation from employees at all levels. Implementing the plan in stages will employees are able to tackle the change one step at a time, learning the new and relevant skills as they go.

Listen First, Talk Second

The first strategy to overcome resistance to change is to communicate. Communication is key – you already knew that. However, try letting your employees initiate the conversation. People want to be heard, and giving them a chance to voice their opinions will help alleviate the frustration they feel over the situation.

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The next strategy to overcome resistance to change is to communication the why, what and how. Develop a communication plan that is more than just telling your employees what you want them to do. Effective communication segments and targets each audience, focusing on



what they care about and need to know. Underline why this change will benefit them.

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How to Overcome Resistance -

Overcome opposition

Regardless of how well companies manage a change, there is always going to be resistance.

Companies should engage those who are opposed to a change. By doing this, they can actively see what their concerns are and possibly alleviate the problem in a timely manner.

By allowing employees time to give their input, it assures them that they are part of a team that actually cares about its employees.

Communicating both early and often is necessary when trying to convey anything to employees. There should be a constant conversation between the C-Suite and the general employees on what is happening day to day, and for what is to come in the future. The best piece of advice that a company can take in this regard is to be truthful, straightforward, and timely with big changes in the workplace. Company-wide emails and intranets are great tools to utilize and this allows for employees to ask questions and stay informed.

An explanation for why the change is needed is always a good idea. By helping employees better understand why a change is important for the company, it's easier to get them on board with the change, and it can also encourage them to become an advocate for change. With this, an explanation of "what's in it for me?" helps employees see the big picture and the benefits of the change, instead of only giving them a narrow view of what is to happen in the near future. Innovation and improvement are two things that are occurring on a daily basis. With new ideas and suggestions there are always ways to improve as a company, whether it be changing the outlook on an assignment, or changing the way the office dynamic is on a day-to-day basis. Regardless of what it is, there are always ways to improve, and this could really affect how employees look at change management in the workplace.

Effectively engage employees

Listen, listen, listen. If there is another piece of advice that a company should take, it's to receive and respond to the feedback that is provided by the employees. They are the ones making sure that all the clients are happy and that all the work gets done, so keeping them in the loop is vital. Ask employees probing questions: Is the change working? What can we do to make it work better? Do employees have any questions or concerns? These are all great questions to ask, but if feedback is going to be collected, it actually needs to be read and utilized.

Leveraging an employee engagement survey is a great first step. These answers can be used to change the plan accordingly, and show employees that their ideas and concerns are being heard.



Understanding that no two employees are the same is another important tactic to use when trying to understand the employee's concern. Being able to realize that there are going to be many different reasons for opposition depending on the person is pertinent, because then managers can tailor ways to work out these problems.

Implement change in several stages

Change doesn't happen all at once. Companies should first prepare for the change, then take action on the change and make a plan for managing the change, and third, support the change and assure that all is going as planned.

Communicate change effectively

The best way that you as an employer can communicate change is to explicitly tell employees what is going on. Using a blend of formal and informal communication allows you to ensure that all employees receive the news about the change in some way or another. With all the communication outlets such as email, company intranets, town halls, and face-to-face meetings, the message is going to get across the company. Employing several different ways to communicate change helps explain the vision, goals and expectations for what needs to happen.

The Organizations can overcome the resistance to change-

1) Empower innovation and creativity

Give opportunities for feedback and remain flexible as you alter course toward your change goals. Encourage people to be creative, to discover solutions to unfolding problems, and to become part of the change process. Employees expect leaders to manage change.

Inspirational leaders create a culture where change becomes the remit of all.

Remove the fear of taking risks by framing failure as an experience from which to learn, and a necessary step on the path to success. Help people to be accountable for their own actions, while also encouraging collaboration across silos. This will aid pollination of innovative ideas in an environment in which people develop greater knowledge and expand their professional capacity to think more creatively.

2) Remain positive and supportive

People find change unsettling, even though change is a constant in personal lives as well as professional environments. They will need the support of a positive leader who inspires free thought, honest communication and creativity, as personal and team development is encouraged.

3) Listen First, Talk Second

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6) Delegate Change

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7) Structure the team to maximize its potential

After communicating the change initiative, consider the strengths and weaknesses of each team member.

In one-to-one sessions, establish how the team member is best suited to aiding with the change initiative, and consider ways in which it may help the individual improve personal weaknesses while simultaneously taking advantage of their strengths.

Give team members appropriate roles and responsibilities that use skills to their best advantage, while also providing the potential for personal and team development. Such a personal collaboration within the team effort will help engage each team member in the change effort.

8) Set challenging, achievable and engaging targets

Be clear in guidance about goals and targets. Break change projects into smaller milestones, and celebrate achievements. Goals should be progressive and in line with values and beliefs. Don't limit the creation of milestones and measurement of goal achievement to the overall effort. While these are important team milestones that will help to motivate the team to continue with maximum effort, it is also important that you consider individual progress. Seek ways to anchor personal development to the creation and continuation of team goals along the change journey.

9) Resolve conflicts quickly and effectively

Utilize the seven methods of care-fronting to regulate and control communicative breakdowns. Encourage openness and honesty and engender an environment of mutual trust and respect. It is imperative to engender a good team spirit, so you should consider ways in which you can do so. During periods of change, tensions may run high and personal anxieties will be heightened. Team meetings and team bonding sessions will help your people to understand and appreciate their colleagues more easily, especially if you ensure transparency of communication and a systematic approach to problem solving that encourages frank exchange of view to reach a collective and collaborative partnership.

10) Identify the Root Cause of Resistance

There are many telltale signs that staff members are resisting change. They may complain more than usual, miss key meetings or bluntly refuse to participate in new initiatives. It's important to recognize when resistance is becoming an issue, but it's even more important to understand why your employees are pushing back in the first place. The most common causes of resistance include:

11) Lack of awareness about why changes are being made

Fear of how change will impact job roles

Failed attempts at change in the past

Lack of visible support and commitment from managers

Fear of job loss

By identifying why employees are resisting change, you can better decide how to overcome resistance to change head-on. If lack of awareness or fear is the problem, greater communication and discussion groups may help. If change has failed in the past, and employees aren't confident this time will be different, you can discuss specific ways the organization has learned from its mistakes and how it plans to use this insight to successfully implement new initiatives.

12) Involve Executive Leadership

You cannot successfully implement change without support from all levels of business. Your employees take cues from the executive team, and if leadership doesn't adhere to the plan for change management, it's very likely your employees won't either. Encourage company leaders



to set an example, and the rest will follow.

13) Communicate Effectively

By clearly and concisely explaining why the change is taking place, how it will impact each employee's job and exactly what is expected of each employee before, during and after rollout –nothing is left to question.

But simply stating the obvious isn't enough. Leaders need to make a conscious effort to speak to individuals in the way they prefer. To this end, make certain communication technologies are in place for those who wish to utilize them. It's also important not to discount how quickly older generations have adapted to technology. Sometimes, all they need is a little training to feel more comfortable using new tools.

1)Overcome opposition-

Regardless of how well companies manage a change, there is always going to be resistance. Companies should engage those who are opposed to a change. By doing this, they can actively see what their concerns are and possibly alleviate the problem in a timely manner. By allowing employees time to give their input, it assures them that they are part of a team that actually cares about its employees.

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6. Show them the Data

While resistance to change is usually emotional rather than logical, it can be helpful to use some hard facts as a supplementary strategy. Let your employees see the data for themselves. This is a great way to simultaneously show transparency and demonstrate the need for improvement.

While change is inevitable, people handle it in different ways. Some are enthusiastic and embrace the opportunity for new challenges; others are fearful or set in their ways and resist change. You likely have a mix of both personality types in your organization, which means the approach you take in introducing a changing workplace dynamic must be tailored to your audience.

Be Honest and Thorough

Resistance to change can gain its initial footing in unchecked gossip. If there are rumblings of change in your company, people will talk, and the uncertainty can prompt fear of the unknown. People will speculate, make assumptions, and otherwise develop their thought patterns about what's going on.

Quell this early discord by being as transparent as possible with your staffers. Call a meeting or issue a company-wide memo that sets the record about imminent change. Even if the situation is still fluid, acknowledge that change is on the horizon and announce you will disseminate information as soon as it is available.

1. Communication and education

Common issues that cause resistance to change include fear of the unknown and a



misunderstanding of why change is needed.

People will only accept change if they believe the risk of doing nothing is higher than the risk of changing direction. Similarly, if people don't understand why change is needed, they will question why you are changing something that they believe works well.

Communication and education about the change should begin before it is initiated. This will help your people to rationalize the change, and ensure that individuals and teams receive adequate information to make positive judgements.

2. Participation

A lack of belief that the organization can make effective change leads to resistance to change. Likewise, when people aren't consulted and change is forced upon them, there is likely to be more resistance. This is especially the case if people believe their jobs will be at risk.

It is critical that the stakeholders and those implementing change are involved in its design. A collaborative effort will engage people in the change, and in the identification of potential issues and solutions. People are far less likely to resist change that they have helped to create.. 3) Support

Organizational transformation is usually accompanied by a change to routines, taking people out of (long-established) comfort zones. This may also lead to exhaustion, especially if the organization is subject to frequent change or business evolution.

Even if people appear to be accepting of change, it may be that they are simply resigned to it. They must be given the support needed to enable new skills to be developed and ensure that change burnout does not become a reality.

Support requires managers to develop their emotional intelligence and connect with their people. Offering adequate support is also time-consuming, requiring trained managers and leaders to employ coaching tactics to be most effective when managing change in an organization.

4. Agreement

Resistance to change is also precipitated when people feel they will be negatively affected by its consequences. This may be because of a perception that their earnings or career potential will be harmed or that the rewards of the change are not worth the effort required.

To combat this type of resistance to change, an organization may consider offering incentives. Such incentives may include extra pay, improved benefits, or offering structured career plans. This strategy requires negotiation to reach agreement. The drawback is that such agreements can be expensive and do not guarantee engagement with change.

5. Co-opting

People become connected to the way that things have always been done. There are often strong emotional connections to processes and procedures that employees may have been at least partly responsible for developing. To bond with the old may require a Herculean effort.

One strategy is to co-opt those who may be most resistant to change into central roles in the implementation of change initiatives. This can gain the support of would-be resistors relatively cheaply, though it does come with a caveat – placing people who are deemed to be resistant to change in such positions could give them a position from which to influence greater resistance across a wider audience.

One of the most baffling and recalcitrant of the problems which business executives face is employee resistance to change. Such resistance may take a number of forms—persistent reduction in output, increase in the number of “quits” and requests for transfer, chronic quarrels, sullen hostility, wildcat or slowdown strikes, and, of course, the expression of a lot of pseudological reasons why the change will not work. Even the more petty forms of this resistance can be troublesome.



All too often when executives encounter resistance to change, they “explain” it by quoting the cliché that “people resist change” and never look further. Yet changes must continually occur in industry. This applies with particular force to the all-important “little” changes that constantly take place—changes in work methods, in routine office procedures, in the location of a machine or a desk, in personnel assignments and job titles.

No one of these changes makes the headlines, but in total they account for much of our increase in productivity. They are not the spectacular once-in-a-lifetime technological revolutions that involve mass layoffs or the obsolescence of traditional skills, but they are vital to business progress.

Does it follow, therefore, that business management is forever saddled with the onerous job of “forcing” change down the throats of resistant people? My answer is no. It is the thesis of this article that people do not resist technical change as such and that most of the resistance which does occur is unnecessary. I shall discuss these points, among others:

1. A solution which has become increasingly popular for dealing with resistance to change is to get the people involved to “participate” in making the change. But as a practical matter “participation” as a device is not a good way for management to think about the problem. In fact, it may lead to trouble.
2. The key to the problem is to understand the true nature of resistance. Actually, what employees resist is usually not technical change but social change—the change in their human relationships that generally accompanies technical change.
3. Resistance is usually created because of certain blind spots and attitudes which staff specialists have as a result of their preoccupation with the technical aspects of new ideas.
4. Management can take concrete steps to deal constructively with these staff attitudes. The steps include emphasizing new standards of performance for staff specialists and encouraging them to think in different ways, as well as making use of the fact that signs of resistance can serve as a practical warning signal in directing and timing technological changes.
5. Top executives can also make their own efforts more effective at meetings of staff and operating groups where change is being discussed. They can do this by shifting their attention from the facts of schedules, technical details, work assignments, and so forth, to what the discussion of these items indicates in regard to developing resistance and receptiveness to change.

Let us begin by taking a look at some research into the nature of resistance to change. There are two studies in particular that I should like to discuss. They highlight contrasting ways of interpreting resistance to change and of coping with it in day-to-day administration.

What is resistance to change?

To put it simply, change is scary — and challenging. Maintaining an existing habit is easier than changing. Trying something new means there is a possibility of failure. Most people prefer to stay in their comfort zone than venture into unknown territory.

Strategies to overcome resistance to change:

1. Communicate the Reasons for Change

The next strategy to overcome resistance to change is to communicate the why, what and how. Develop a communication plan that is more than just telling your employees what you want them to do. Effective communication segments and targets each audience, focusing on what they care about and need to know. Underline why this change will benefit them.

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6. Implement in stages

Whether digital or other, any kind of transformation can't just happen overnight. There had to be proper preparation leading up to the change, with plenty of advance warning and participation from employees at all levels. Implementing the plan in stages will allow employees to be able to tackle the change one step at a time, learning the new and relevant skills as they go.

This is a much easier way to digest the change and will feel less drastic for those learning new skills and information, meaning they are less likely to resist the changes at hand.

7. Practice change management exercises

Resistance to change is usually driven by emotions such as fear and feeling threatened. To help combat this there are a number of simple exercises employees can do to simulate the feeling of change. These exercises, which include folding your arms one way and then switching them around or bouncing balls to show companies "bounce back" are also just a bit of fun and are non-threatening unlike genuine change can be.

The first strategy to overcome resistance to change is to communicate. Communication is very important.

People want to be heard and giving them a chance to voice their opinions will help alleviate the frustration they feel over the change.

Change is a challenge for many organizations, especially when it involves multiple people and, sometimes, multiple locations. And whether they want to implement small or large changes, as they decide on the best change management model for them, it's easy to get lost in the structure and design of the plan and forget about the people it affects.

Before implementing any change initiative, organizations should consider the human aspect of it and, in particular, the issue of overcoming resistance. Change can be scary, and it's natural for people to instinctively react in ways that are sometimes counterproductive or detrimental to the goal. It's important for leaders to know what to expect and how to approach the emotional impact of organizational change.

The change curve

The easiest way to start is to consider the change curve, which illustrates how change affects people and organizations on an emotional level. This model is used widely in business and although there are different variations of it, they all aim to help organizations understand the different stages that individuals go through when change is being implemented.

Stage 1 – Shock or denial

There is a disruption to the status quo. People may be surprised by the change or they may not think that the change is needed. Some may also think that it's just not going to happen. Because employees are preoccupied or worried about what's going on, their productivity may drop. Leaders should make sure that people are not overwhelmed, they can see the direction



the company is taking and they recognize how it's going to benefit them personally.

Stage 2 – Anger or fear

At this stage, people understand what the change is or that it's definitely happening, even though they may not want it. Employees could be upset that it's being implemented or afraid of what the change might mean in the future. In general, people don't like change because of the uncertainty. This is a risky time for the organization because people could get angry or actively work against the change. Productivity could fall even further, so leaders need to remain vigilant and thoughtful as they manage employees through this difficult time.

To make this transition easier, it's vital for those in charge to truly listen to and consider people's objections. Their comments may point out issues that were initially overlooked by the leadership, and management should embrace this opportunity to get some constructive feedback that can be used to minimize disruptions and increase employee engagement.

Stage 3 – Acceptance

Employees come to terms with the fact that a change is happening and want to explore the possibilities it presents. People may not agree with the change initiative but they realize that it's not going away and they adapt. At this stage, productivity can rise. People also tend to become more optimistic and less fearful. With help, support and as much training as possible, employees will become more accepting and even start thinking that the change is necessary.

Stage 4 – Commitment

Employees have grown to accept or even embrace the change, learning to permanently integrate the changes into their work. At this stage, productivity should be better than it was before the change. Even if there is still some way to go, this is the time to make sure people are happy and comfortable with the new norm.

Considering how people react to change and planning for their emotional needs ahead of time can help organizations predict and successfully deal with delicate and challenging issues in a timely manner. Whether they're already on board or still resisting change, employees need their leaders to support, educate and lead them towards the new status quo in a respectful and understanding manner.

Overcoming resistance

Before trying to carry out any change, leaders must recognize that resistance is normal, especially when people don't understand the change, trust leadership, or believe the new initiative is necessary. In some cases, employees might think that a different change is needed or they've become cynical after a few failed change projects. They may think that this is just another flavor of the month initiative that will fizzle out soon enough. Some people can also have low tolerance for change in general.

The first thing to remember is that a supportive workplace culture, clear and inclusive communication, and reliable feedback loops as part of an organizational framework can be a huge help to any change management initiative. Experts know this too, which is why the recommended approaches to handling resistance always stress the importance of communication and employee involvement

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The first thing to remember is that a supportive workplace culture, clear and inclusive communication, and reliable feedback loops as part of an organizational framework can be a huge help to any change management initiative. Experts know this too, which is why the recommended approaches to handling resistance always stress the importance of communication and employee involvement

Although change management decisions are normally made at the C-level, it's still very important to have the rest of the employees bought in to the change. Having employees who are opposed to what is going to be changing from the start is a major setback and one that needs to be dealt with carefully in order to be successful with the change management.

Job Loss

Job loss is a major reason that employees resist change in the workplace. In any business, there are constantly going to be things moving and changing, whether it is due to the need for more efficiency, better turnaround times, or the need for the employees to work smarter. With all these needs comes the opportunity for the company to downsize or create new jobs, and this is where the fear of job loss comes into play.

Poor Communication and Engagement

Communication solves all ills. But a lack of it creates more of them. This is another crucial reason why employees oppose change. How the change process itself is communicated to the employees is very important because it determines how they react. If the process of what needs to be changed, how it needs to be changed and what success would look like cannot be communicated, then resistance should be expected. Employees need to understand why there is a need for change, because if they are just thrown the notion that what they have been used to for a long time is going to be completely renovated, with that will come much backlash.

Lack of Trust

Trust is a vital tool to have when running a successful business. In organizations where there is a lot of trust in management, there is lower resistance to change. Mutual mistrust between management and employees will lead to the company going into a downward spiral, so trust is a must.

The Unknown

We already mentioned communication, and a lack of it causes employees to feel like they don't know what's going on. If companies are constantly experiencing times where the future is unknown, there is also a good possibility that employees won't respond to change well. When the thought of change is brought up in this case, it would come as a surprise, leading to employees being caught off guard, which makes the situation much worse.

Poor Timing

Timing is one of the biggest problems when it comes to change. A lot of the time, it's not the act itself that creates the resistance, but how and when it is delivered.

The first strategy to overcome resistance to change is to communicate. Communication is key – you already knew that. However, try letting your employees initiate the conversation. People want to be heard, and giving them a chance to voice their opinions will help alleviate the frustration they feel over the situation.

Overcome opposition

Regardless of how well companies manage a change, there is always going to be resistance. helping employees better understand why a change is important for the company, it's easier to



get them on board with the change, and it can also encourage them to become an advocate for change.

- 1.Expect Resistance.
- 2.Nix Generational Prejudices.
- 3.Encourage Camaraderie.
- 4.Identify the Root Cause of Resistance.
- 5.Involve Executive Leadership.
- 6.Communicate Effectively.
- 7.Do Change Right the First Time.
- 8.Leverage the Right Technology.

1.Communicate the Reasons for Change

The next strategy to overcome resistance to change is to communicate the why, what and how.

2.Get Excited

How you communicate the change has a huge impact on how much resistance to change will occur.

3.Make it About Employees

Change is only possible if your human resources are on board, so make sure changes are approached in terms of the employee. If you are implementing a new software system – plan your project through the lens of user adoption rather than focusing on the technology.

4.Delegate Change

A great strategy to overcome resistance to change is: Fight resistance with culture.

6.Implement in stages

Whether digital or other, any kind of transformation can't just happen overnight.

1)Overcome opposition

Regardless of how well companies manage a change, there is always going to be resistance. Companies should engage those who are opposed to a change. By doing this, they can actively see what their concerns are and possibly alleviate the problem in a timely manner. By allowing employees time to give their input, it assures them that they are part of a team that actually cares about its employees.

Communicating both early and often is necessary when trying to convey anything to employees. There should be a constant conversation between the C-Suite and the general employees on what is happening day to day, and for what is to come in the future. The best piece of advice that a company can take in this regard is to be truthful, straightforward, and timely with big changes in the workplace. Company-wide emails and intranets are great tools to utilize and this allows for employees to ask questions and stay informed.

2)Effectively engage employees

Listen, listen, listen. If there is another piece advice that a company should take, it's to receive and respond to the feedback that is provided by the employees. They are the ones making sure that all the clients are happy and that all the work gets done, so keeping them in the loop is vital. Ask employees probing questions: Is the change working? What can we do to make it work better? Do employees have any questions or concerns? These are all great questions to ask, but if feedback is going to be collected, it actually needs to be read and utilized. Understanding that no two employees are the same is another important tactic to use when trying to understand the employee's concern. Being able to realize that there are going to be many different reasons for opposition depending on the person is pertinent, because then managers can tailor ways to work out these problems.

3)Implement change in several stages

Change doesn't happen all at once. Companies should first prepare for the change, then take action on the change and make a plan for managing the change, and third, support the change and assure that all is going as planned.

4)Communicate change effectively



The best way that you as an employer can communicate change is to explicitly tell employees what is going on. Using a blend of formal and informal communication allows you to ensure that all employees receive the news about the change in some way or another. With all the communication outlets such as email, company intranets, town halls, and face-to-face meetings, the message is going to get across the company.

One of the most baffling and recalcitrant of the problems which business executives face is employee resistance to change. Such resistance may take number of forms - persistent reduction in output increase in number of quits and requests for transfer chronic quarrels, sullen hostility, wildcat or slowdown strikes, and of course the expression of a lot of pseudological reasons why the change will not work. Even more petty forms of this resistance can be troublesome.

All too often when executives encounter resistance to change they explain it by quoting the cliché that people resist change and never look further. Yet changes must continually occur in industry.

No one of these changes makes the headlines but in total they account for much of our increase in productivity. They are not the spectacular once in a lifetime technological revolutions that involve mass layoffs.

Does it follow, therefore, that business management is forever saddled with the onerous job of forcing change down the throats of resistant people?

Answer is no. It's the thesis of this article that people do not resist technical change as such and that most of the resistance which does occur is unnecessary. I shall discuss these points among others:

The key to the problem is to understand the true nature of resistance. Actually what employees resist is usually not technical change but social change - the change in their human relationships that generally accompanies technical change.

1. Expect Resistance:

It's unrealistic to assume every change you implement will be unanimously welcomed, accepted and supported by all staff members. You know the saying, prepare for the worst, hope for the best? Have a plan in place to address pushback, including positive reinforcement and consequences that are clearly communicated and understood by all staff members.

2. Nix Generational Prejudices:

Change requires successful collaboration, and it's extremely difficult to get generations to work well with one another if they disagree with another's work style. Management can help the situation by actively looking for instances where two employees are butting heads, and intervening to help bring understanding and compromise to the situation. It's also important during the hiring process to recruit individuals who support the company culture you wish to create.

3. Encourage Camaraderie:

Teams work better when they understand one another on a somewhat personal level. To cultivate a strong company culture and foster deeper connections between employees, create opportunities for your staff to socialize that doesn't involve work.

4. Identify the Root Cause of Resistance:

There are many telltale signs that staff members are resisting change. They may complain more than usual, miss key meetings or bluntly refuse to participate in new initiatives. It's important to recognize when resistance is becoming an issue, but it's even more important to understand why your employees are pushing back in the first place.

5. Involve Executive Leadership:

You cannot successfully implement change without support from all levels of business. Your employees take cues from the executive team, and if leadership doesn't adhere to the plan for change management, it's very likely your employees won't either. Encourage company leaders to set an example, and the rest will follow.

6. Communicate Effectively:

By clearly and concisely explaining why the change is taking place, how it will impact each employee's job and exactly what is expected of each employee before, during and after rollout



—nothing is left to question.

7. Do Change Right the First Time:

Failed attempts to change aspects of your business process will have a negative effect on how employees view future initiatives. If you're going to make a change, make sure you're doing everything in your power to ensure it's successful and set realistic timelines. Many companies fail to successfully implement change because they overload employees and expect near-immediate gratification.

8. Leverage the Right Technology:

The most successful work environments are those that are proactive, responsive and intuitive. With proper customization, implementation, training and support, technology can actually help bridge gaps between employees and departments.

Managing change has always been a herculean task and will always be opposed.

Organisations are different, the reasons for change are different, timescales and budgets are different.

Each change programme will have to be implemented on its own merits. But there are things we can do to reduce the level of resistance.

Ways to reduce resistance to change:

1. Timely implementation of change.

Announce an impending change as quickly as possible – rumours start very quickly. Delivering bad news is one of the biggest challenges managers face.

2. The need to demonstrate that change is necessary.

Find lots of ways to demonstrate why the change is necessary. Change management requires a compelling change story – communicating it to employees and following it up with ongoing communications and involvement.

3. Give credit to the past achievements by the employees/organisation.

The statements from the management should be made to honour the work and contributions of those who brought such success to the organisation in the past, because on a very human but seldom articulated level, a little good diplomacy at the outset can stave off a lot of resistance.

4. Take your time to watch for staff reaction

Need to look for signals that something is not going well with the new change. Rather than trying to force a change, find out what staff doesn't like about it. Work with their concerns or even rethink the proposed change. Change means a new way of doing things and most people are fearful of the unfamiliar.

5. Change management should be like a dolphin, not a whale.

One of the biggest roadblocks to a successful implementation of change in a business is getting the people "in the trenches" to not only understand what is coming but also to agree with what's happening.

6. Involvement of interested parties.

Involve interested parties in the planning of change by asking them for suggestions and incorporating their ideas. If people are involved in change and understand the reasons for it they become supportive of the whole idea and the change process.

7. Increase engagement by asking questions.

Have you ever been "talked at" instead of had someone "talk with"? It doesn't feel good to have someone talk at you. It leaves you feeling like you might as well not have been there at all. It is much more powerful asking questions. Increase engagement by asking questions when leading change.



8. Communication Channels keep it open.

Change is unsettling because it brings with it an element of uncertainty. And it is the uncertainty which is a major cause of resistance to change. People can relate to facts – good or bad – but uncertainty and contradicting messages breed unease and resistance.

9. Use social media

Profiled social media could be used effectively to change the perception of the environment. Social media platforms are ideal mechanisms to facilitate change because much of change management boils down to ongoing conversations and dialogue in a company.

10. Storytelling.

Storytelling can be a powerful tool when you want to drive organisational change. Good leaders tell stories that “cast” them and their organisations as agents of change, rather than defenders of the status quo.

11. Design and communicate/implement training programs.

Deliver training programs that develop skills that is needed to support the new way.

12. Create small wins

Large change management problems are best broken down into smaller ones with concrete achievable goals. Otherwise it can be so overwhelming that solutions seem unattainable – therefore, people often avoid tackling them or come up with single, grand programs that fail. Don't forget to pour champagne on it.

13. Don't change for the sake of change.

Continual change leads to resistance. Making a change for the purpose of shaking things up makes it more difficult to get acceptance of necessary changes. Save your energy for more important changes.

14. Not to have fear of change in mind.

Some changes don't turn out as well as others. Why not say “forget it”. Nothing is gained by forcing staff to accept a change they know isn't necessary.

Conclusion

There are various ways and means through which one can reduce the intensity of of the change to avoid suppressing it completely however it would help to sail through diplomatically in overall interest of the organisation. A little tact and dynamic diplomacy can tide over many upcoming difficulties which could have created havoc. As a manager one need to be balanced and firm in taking any kind of decision.

The situation could be controlled by assessing the signals getting from the environment before hand so as to buy time and put the designed strategies in force.

Change triggers emotional reaction because of the uncertainty involved, and most Organisational change efforts run into some form of employee resistance. Resistance to change can be overcome by education and communication, participation and involvement, facilitation and support, negotiation and rewards, and coercion and manipulation.

1. Education and Communication –

Where there is a lack of information or inaccurate information and analysis. One of the best ways to overcome resistance to change is to educate people about the change effort beforehand. Up-front communication and education helps employees see the logic in the change effort. this reduces unfounded and incorrect rumors concerning the effects of change in the organization.

2. Participation and Involvement –

Where the initiators do not have all the information they need to design the change and where others have considerable power to resist. When employees are involved in the change effort they are more likely to buy into change rather than resist it. This approach is likely to lower



resistance and those who merely acquiesce to change.

3. Facilitation and Support –

Where people are resisting change due to adjustment problems. Managers can head-off potential resistance by being supportive of employees during difficult times. Managerial support helps employees deal with fear and anxiety during a transition period. The basis of resistance to change is likely to be the perception that there some form of detrimental effect occasioned by the change in the organization. This approach is concerned with provision of special training, counseling, time off work.

4. Negotiation and Agreement –

Where someone or some group may lose out in a change and where that individual or group has considerable power to resist. Managers can combat resistance by offering incentives to employees not to resist change.

This approach will be appropriate where those resisting change are in a position of power.

5. Manipulation and Co-option –

Where other tactics will not work or are too expensive. Co-option involves the patronizing gesture in bringing a person into a change management planning group for the sake of appearances rather than their substantive contribution. This often involves selecting leaders of the resisters to participate in the change effort. These leaders can be given a symbolic role in decision making without threatening the change effort.

6. Explicit and Implicit Coercion –

Where speed is essential and to be used only as last resort. Managers can explicitly or implicitly force employees into accepting change by making clear that resisting to change can lead to losing jobs, firing, transferring or not promoting employees.

7. Structure the team to maximize its potential

After communicating the change initiative, consider the strengths and weaknesses of each team member.

In one-to-one sessions, establish how the team member is best suited to aiding with the change initiative, and consider ways in which it may help the individual improve personal weaknesses while simultaneously taking advantage of their strengths.

8. Set challenging, achievable and engaging targets

Be clear in guidance about goals and targets. Break change projects into smaller milestones, and celebrate achievements. Goals should be progressive and in line with values and beliefs.

9. Resolve conflicts quickly and effectively

Utilize the seven methods of care-fronting to regulate and control communicative breakdowns. Encourage openness and honesty and engender an environment of mutual trust and respect.

10. Show passion

Communicate passionately and be an example of belief in the future vision. When other people see leaders' behaviors emulating those required by change, they more quickly come into line with the new behaviors and become change advocates themselves.

Listen First, Talk Second:-

The first strategy to overcome resistance to change is to communicate. Communication is key – you already knew that. However, try letting your employees initiate the conversation. People want to be heard, and giving them a chance to voice their opinions will help alleviate the frustration they feel over the situation.

What's more, your employee's thoughts, concerns and suggestions will prove wildly valuable to steer your change project. At the very least, understanding them will help you pinpoint the root of employee resistance to change.

Communicate the Reasons for Change:-

The next strategy to overcome resistance to change is to communicate the why, what and how. Develop a communication plan that is more than just telling your employees what you want them to do. Effective communication segments and targets each audience, focusing on what they care about and need to know. Underline why this change will benefit them.



Get Excited:-

How you communicate the change has a huge impact on how much resistance to change will occur. If you wholeheartedly communicate the reasons for change, your conviction will be contagious. Any hesitancy will undermine the operation.

Make it About Employees:-

Change is only possible if your human resources are on board, so make sure changes are approached in terms of the employee. If you are implementing a new software system – plan your project through the lens of user adoption rather than focusing on the technology. It's not about what the technology can do, it is about what the user can do with the help of this new technology.

Delegate Change:-

A great strategy to overcome resistance to change is: Fight resistance with culture. Train team members who are natural leaders first. They will serve as role models and influencers for the rest of your employees. This has a ripple effect.

Show Them the Data:-

While resistance to change is usually emotional rather than logical, it can be helpful to use some hard facts as a supplementary strategy. Let your employees see the data for themselves. This is a great way to simultaneously show transparency and demonstrate the need for improvement.

Implement in stages:-

Whether digital or other, any kind of transformation can't just happen overnight. There had to be proper preparation leading up to the change, with plenty of advance warning and participation from employees at all levels. Implementing the plan in stages will employees are able to tackle the change one step at a time, learning the new and relevant skills as they go.

Practice change management exercises:-

Resistance to change is usually driven by emotions such as fear and feeling threatened. To help combat this there are a number of simple exercises employees can do to simulate the feeling of change. These exercises, which include folding your arms one way and then switching them around or bouncing balls to show companies "bounce back" are also just a bit of fun and are non-threatening unlike genuine change can be. The point of these exercises is to show that though change may be uncomfortable at first, you get used to the new reality pretty quickly.

How to Overcome Resistance and Effectively Implement Change

Overcome opposition

Regardless of how well companies manage a change, there is always going to be resistance. Companies should engage those who are opposed to a change.

Effectively engage employees

Listen, listen, listen. If there is another piece advice that a company should take, it's to receive and respond to the feedback that is provided by the employees.

Implement change in several stages



Change doesn't happen all at once. Companies should first prepare for the change, then take action on the change and make a plan for managing the change, and third, support the change and assure that all is going as planned.

Communicate change effectively

The best way that you as an employer can communicate change is to explicitly tell employees what is going on.

strategies to overcome unproductive resistance to change

1) Listen First, Talk Second

- The first strategy to overcome resistance to change is to communicate. Communication is key – you already knew that..

2) Communicate the Reasons for Change

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Q.13 What is Change? Explain the forces which enables organizations to implement Change?

25 responses

Definition of Change Management

Change management is a systematic approach that includes dealing with the transition or transformation of organizational goals, core values, processes or technologies. The purpose of every organizational change management initiative is to successfully implement strategies and methods for effecting change and helping people to accept and adapt to change.

As organizational changes in the agile workplaces happen daily, change management and change communication teams have become crucial performance drivers for many companies.

Organizational change is the transformation or adjustment to the way an organization functions. Organizations adjust to small changes all the time, possibly looking to improve productivity, responding to a new regulation, hiring a new employee, or something similar. But on top of these little adjustments we make at work all the time, there are larger pressures that loom over us, like competition, technology, or customer demands. Those larger pressures sometimes require larger responses.

External Forces

While there are seemingly endless external considerations that can motivate an organization to change, a few common considerations should be constantly monitored. These include economic factors, competitive dynamics, new technology, globalization, and legislative changes:

1. Economics – The 2008 economic collapse is a strong example of why adaptability is important. As consumers tightened their belts, organizations had to either do the same and lower supply to match lowered demand, or come up with new goods to entice them. Migrating from one volume to another can be financially challenging, and change strategies such as creating new affordable product lines or more efficient operational paradigms are key to changing for success.

2. Competition – Changes in the competitive landscape, such as new incumbents, mergers and acquisitions, new product offerings, and bankruptcies, can substantially impact a company's strategy and operations. For example, if a competitor releases a new product that threatens to steal market share, an organization must be ready to change and adapt to retain their customer base.

3. Technology – Technological changes are a constant threat, and embracing new technologies ahead of the competition requires adaptability. When media went digital, adaptable companies found ways to evolve their operations to stay competitive. Many companies that could not evolve quickly failed.

Globalization – Capturing new global markets requires product, cultural, and communicative adaptability. Catering to new demographics and identifying opportunities and threats as they appear in the global market is integral to adapting for optimal value.

4. Legislation – New laws and legislation can dramatically change operations. Companies in industries that impact the environment must constantly strive to adapt to cleaner and more socially responsible operating methodologies. Failing to keep pace can result in substantial fines and financial detriments, not to mention negative branding.

Internal Forces

There are many inside forces to keep in mind as well, ranging from employee changes to cultural reform to operational challenges. Understanding where this change is coming from is the first step to timely and appropriate change management.



1. Management Change – New CEOs or other executive players can significantly impact strategy and corporate culture. Understanding the risks associated with hiring (or promoting for) new upper management is key to making a good decision on best fit.

2. Organizational Restructuring – Organizations may be required to significantly alter their existing structure to adapt to the development of new strategic business units, new product lines, or global expansion. Changing structure means disrupting hierarchies and communications, which must then be reintegrated. Employees must be trained on the change and the implications it will have for their everyday operations.

3. Intrapreneurship – New ideas come from inside the organization as well as outside the organization, and capitalizing on a great new idea will likely require some internal reconsideration. Integrating a new idea may require reallocation of resources, new hires and talent management, and new branding.

*Change - Change is a general transition of something or phase to another state condition. Change management (sometimes abbreviated as CM) is a collective term for all approaches to prepare, support, and help individuals, teams, and organizations in making organizational change.

*Forces which enables organization to implement change -

- 1) inside forces
- 2) outside forces

Inside forces include strategic and human resource changes, while outside forces include macroeconomic and technological change.

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organizational change can include strategic, operational, and technological change that can come from inside or outside the organization. Outside forces for change include macroeconomics, technological evolution, globalization, new legislation, and competitive dynamics.

Create a definable strategy – Define measurable stakeholder aims, create a business case for their achievement (and keep it continuously updated), monitor assumptions, risks, dependencies, costs, return on investment, and cultural issues affecting the progress of the associated work.

Communicate effectively – Explain to stakeholders why the change is being undertaken, what the benefits of successful implementation will be, and what how the change is being rolled out.

Empower employees – Devise an effective education, training, or skills upgrading scheme for the organization.

Counter resistance – Identify employee issues and align them to the overall strategic direction of the organization. Adapt the change initiative when necessary to mitigate discontentment.

Support employees – Provide personal counseling (if required) to alleviate any change-related fears.

Track progress – Monitor the implementation and fine-tuning as required.

1) change :-

The starting point for every change management project should be a clear, compelling definition of the change. This is true whether the business change is a minor procedural change, or a transformational change affecting the entire organization. It sounds so basic... but this essential, first step is all too often forgotten in the hustle and bustle of a real world organizational change.

2)Change management (sometimes abbreviated as CM) is a collective term for all approaches to prepare, support, and help individuals, teams, and organizations in making organizational change.

3)Drivers of change may include the ongoing evolution of technology, internal reviews of processes, crisis response, customer demand changes, competitive pressure, acquisitions and mergers, and organizational restructuring.

4)Inside and Outside Forces for Organizational Change :-

Inside forces include strategic and human resource changes, while outside forces include macroeconomic and technological change.

5)Outside Forces

While there are seemingly endless external considerations that can motivate an organization to change, a few common considerations should be constantly monitored. These include economic factors, competitive dynamics, new technology, globalization, and legislative changes:

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New ideas come from inside the organization as well as outside the organization, and capitalizing on a great new idea will likely require some internal reconsideration. Integrating a new idea may require reallocation of resources, new hires and talent management, and new branding.

a) Organizational change is the transformation or adjustment to the way an organization functions. Organizations adjust to small changes all the time, possibly looking to improve productivity, responding to a new regulation, hiring a new employee, or something similar. But on top of these little adjustments we make at work all the time, there are larger pressures that loom over us, like competition, technology, or customer demands. Those larger pressures sometimes require larger responses.

What forces create these changes?

External forces are those changes that are part of an organization's general and business environment. There are several kinds of external forces an organization might face:

Demographic. A changing work demographic might require an organizational change in culture. For instance, Avon built and grew their business around door-to-door cosmetic sales, with the stay-at-home wife and mother as their primary front line employee. When more women entered the workforce in 9-to-5 jobs, Avon had to shift gears and find new ways to get their products in front of their customers.

Social. Changing social trends can pressure organizations into making changes. Consumers are becoming more environmentally conscious, a trend which has pushed fast food



restaurants to replace Styrofoam containers with paper. Manufacturers of cleaning products changed product formulas to omit phosphorus and other environmentally threatening chemicals. Tobacco companies have buckled under the changing image of smokers, the dangers of their products, and some have started looking into eCigarettes and other smoking alternatives to stay in business.

Political. Government restrictions often force change onto organizations. This can be something as simple as a change in minimum wage for employees, or as complex as rules and restrictions governing fair competition in business. For instance, when the Affordable Health Care act was put into place, businesses had to change their operations and put steps into place to confirm that all employees had healthcare coverage to comply with the new law.

Technology. Still have your VHS player? The founder of Blockbuster wishes you did.

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Factors which enables organization to change -

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Change -change, alter, vary, modify mean to make or become different. change implies making either an essential difference often amounting to a loss of original identity or a substitution of one thing for another.

The forces which enables organizations to implement Change-
Inside and Outside Forces for Organizational Change

Inside forces include strategic and human resource changes, while outside forces include macroeconomic and technological change.

Change management is an approach to shifting or transitioning individuals, teams, and organizations from their existing state to a desired future state. Examples of organizational change can include strategic, operational, and technological changes coming from inside or outside the organization. Understanding key internal and external change catalysts is critical to successful change management for organizational leaders.

Outside Forces-

While there are seemingly endless external considerations that can motivate an organization to change, a few common considerations should be constantly monitored. These include economic factors, competitive dynamics, new technology, globalization, and legislative changes:

Economics – The 2008 economic collapse is a strong example of why adaptability is important. As consumers tightened their belts, organizations had to either do the same and lower supply to match lowered demand, or come up with new goods to entice them. Migrating from one volume to another can financially challenging, and change strategies such as creating new affordable product lines or more efficient operational paradigms are key to changing for success.

Competition – Changes in the competitive landscape, such as new incumbents, mergers and acquisitions, new product offerings, and bankruptcies, can substantially impact a company's strategy and operations. For example, if a competitor releases a new product that threatens to steal market share, an organization must be ready to change and adapt to retain their customer base.

Technology – Technological changes are a constant threat, and embracing new technologies ahead of the competition requires adaptability. When media went digital, adaptable companies found ways to evolve their operations to stay competitive. Many companies that could not evolve quickly failed.

Globalization – Capturing new global markets requires product, cultural, and communicative adaptability. Catering to new demographics and identifying opportunities and threats as they appear in the global market is integral to adapting for optimal value.

Legislation – New laws and legislation can dramatically change operations. Companies in industries that impact the environment must constantly strive to adapt to cleaner and more socially responsible operating methodologies. Failing to keep pace can result in substantial fines and financial detriments, not to mention negative branding.

Inside Forces-



There are many inside forces to keep in mind as well, ranging from employee changes to cultural reform to operational challenges. Understanding where this change is coming from is the first step to timely and appropriate change management.

Management Change – New CEOs or other executive players can significantly impact strategy and corporate culture. Understanding the risks associated with hiring (or promoting for) new upper management is key to making a good decision on best fit.

Organizational Restructuring – Organizations may be required to significantly alter their existing structure to adapt to the development of new strategic business units, new product lines, or global expansion. Changing structure means disrupting hierarchies and communications, which must then be reintegrated. Employees must be trained on the change and the implications it will have for their everyday operations.

Intrapreneurship – New ideas come from inside the organization as well as outside the organization, and capitalizing on a great new idea will likely require some internal reconsideration. Integrating a new idea may require reallocation of resources, new hires and talent management, and new branding.

Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes. This includes preparing and supporting employees, establishing the necessary steps for change, and monitoring pre- and post-change activities to ensure successful implementation.

What is change management? A guide to organizational transformation

New systems and strategies can be highly disruptive to your business. Organizational change management can help ensure your transition to new processes goes smoothly.

leaves change autumn transformation metamorphosis

Thinkstock

By Bart Perkins

Contributing Columnist, CIO

APR 12, 2018 4:39 PM PT

What is change management?

In modern IT, change management has many different guises. Project managers view change management as the process used to obtain approval for changes to the scope, timeline, or budget of a project. Infrastructure professionals consider change management to be the process for approving, testing, and installing a new piece of equipment, a cloud instance, or a new release of an application. ITIL, ISO20000, PMP, Prince2, as well as other methodologies and standards, prescribe the process to gain approval and make changes to a project or operating environment.

The Association of Change Management Professionals (ACMP), PROSCI, the Innovation and Organizational Change Management Institute (IOCFI), and others view change management from an organizational perspective. While each group has its own approaches, frameworks and language, these groups all address the human side of change in organizational contexts.

The following article focuses on change management from an organizational perspective, to distinguish it from the process-based changes of ITIL, Prince2, and so on. Here, "change" refers to any event or program the enterprise undertakes that causes major disruption to daily operations – for example, a new ERP installation or digital transformation. The clearest definition of this type of organizational change management (OCM) is provided by Sheila Cox of Performance Horizons who states: "Organizational change management ensures that the new processes resulting from a project are actually adopted by the people who are affected."

[Find out the 8 most common reasons why change management initiatives fail and follow these 10 tips for change management success. | Learn how to approach change management during a digital transformation. | Get the latest IT management advice by signing up for our CIO



newsletter.]

What are the benefits of change management?

Change management reduces the risk that a new system or other change will be rejected by the enterprise. By itself OCM does not reduce costs or increase sales. Instead, it increases the teamwork required for the enterprise accept the change and operate more efficiently.

When is organizational change management needed?

OCM is needed whenever the enterprise undertakes a program or event that interrupts day-to-day operations. Such an undertaking will impact:

The work content of individual jobs. Many jobs require individuals or groups to perform tasks repeatedly. An accounting department has daily, weekly, monthly, and annual activities. Over time, most people become comfortable with the tools provided and the rhythm of the work calendar. Even simple changes may disrupt the workflow and be disconcerting for the staff.

The roles of individual employees. Many people view their value to the organization as being a good technical architect, programmer, or security specialist. When asked to take on a different role, they may become very uncomfortable. People with excellent technical skills often struggle when asked to become managers. Rather than performing all of the tasks, they have to learn to work through other people. Once they are no longer rewarded for the skills that made them successful, employees may question their purpose.

The organization itself. Executive teams debate major changes for months before making final decisions, enabling each member to gain a deeper understanding of the effects the change will have on the enterprise. Even if they don't agree with the final decision, they have time to determine whether to accept the new direction or to depart gracefully. Individuals lower in the hierarchy rarely have time to process major changes. Executives do not want employees to worry about events that may never happen until it is clear the change will take place. In addition, tighter insider trading enforcement prohibits executives from sharing information about upcoming mergers, acquisitions, or divestitures. As such, individuals who are not part of the executive team have much less time to prepare for the planned change and may decide to leave while the change is undertaken, making change management more difficult.

Organizational change is the transformation or adjustment to the way an organization functions. Organizations adjust to small changes all the time, possibly looking to improve productivity, responding to a new regulation, hiring a new employee, or something similar. But on top of these little adjustments we make at work all the time, there are larger pressures that loom over us, like competition, technology, or customer demands. Those larger pressures sometimes require larger responses.

forces which create these changes:

External forces are those changes that are part of an organization's general and business environment. There are several kinds of external forces an organization might face:

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Change is basically a variation in the common way of doing things. Whenever people perform a task in a certain way, they get accustomed to them. They develop methods which they can implement routinely to achieve these tasks. Any variation in these methods is nothing but change.

At its most basic level, change is a movement out of a current state (how things are today), through a transition state, and to a future state (how things will be done). Change happens all around us: at home, in our community and at work. Changes can be internally motivated or externally motivated. The change can be a dramatic departure from what we know or it can be minor. Changes can be anticipated or unexpected. But in all cases, the fundamental nature of change is a movement from the current state, through a transition state, to a future state. The notion of these three states of change is prevalent in change management literature and in other improvement disciplines.

External Forces: When the organization's general or task environment changes, the organization's success often rides on its ability and willingness to change as well. Modern manager is change-conscious and operating in the constantly changing environment. Many external changes bombard the modern organizations and make change inevitable. The general environment has social, economic, legal and political and technological dimensions. Any of these can introduce the need for change. In recent years, far-reaching forces for change have included developments in information technology, the globalization of competition, and demands that organizations take greater responsibility for their impact on the environment. These forces are discussed below:

Technological Change: Rapid technological innovation is a major force for change in organizations, and those who fail to keep pace can quickly fall behind. It is perhaps the greatest factor that organizations reckon with.

According to C. Handy "the rate of technological changes is greater today than any time in the past and technological changes are responsible for changing the nature of jobs performed at all levels in the organization". For example, the substitution of computer control for direct supervision is resulting in wider spans of control for managers and flatter organizations.

Technological innovations bring about profound change because they are not just changes in the way work is performed. Instead, the innovation process promotes associated changes in work relationships and organizational structures. Sophisticated information technology is also making organizations more responsive. The team approach adopted by many organizations, leads to flatter structures, decentralized decision making and more open communication between leaders and team members.

Globalization: The global economy means competitors are likely to come from across the ocean. The power players in the global market are the multinational and trans-national organizations. This has led companies to think globally. There are no mental distinctions between domestic and foreign operations. Globalization, for an organization, means rethinking



the most efficient ways to use resources, disseminate and gather information and develop people. It requires not only structural changes but also changes in the minds of employees. Successful organizations will be the ones that can change in response to the competition. They will be fast on their feet, capable of developing new products rapidly and getting them to market quickly.

Social and Political Changes: A firm's fate is also influenced by such environmental pressures as social and political changes. Many new legal provisions in the corporate sector get introduced every time that affects the organizations.

Workforce Diversity: Related to globalization is the challenge of workforce diversity. Workforce diversity is a powerful force for change in organization.

The demographic trends contributing to workforce diversity are

The workforce will see increased participation from females, as the majority of new workers will be female.

The workforce will be more culturally diverse than ever (part of this is attributable to globalization).

The workforce is aging. There will be fewer young workers and more middle aged working.

Managing Ethical Behaviour: Employees face ethical dilemmas in their daily work lives. The need to manage ethical behaviour has brought about several changes in organizations. Most centre on the idea that an organization must create a culture that encourages ethical behaviour. Society expects organizations to maintain ethical behaviour both internally and in relationships with other organizations. Ethical behaviour is expected in relationships with customers, environment and society. These expectations may be informal or they may come in the form of increased legal requirements.

These challenges are forces that place pressures to change on organizations. Organizations cannot afford to be rigid and inflexible in the wake of environmental pressures, they must be rather dynamic and viable so that they survive.

Internal Forces: Besides reacting to or anticipating changes on the outside, an organization may change because someone on the inside thinks a new way of doing things will be beneficial or even necessary. Pressures for change that originate inside the organization are generally recognizable in the form of signals indicating that something needs to be altered. These internal forces are discussed below:

Changes in Managerial Personnel: One of the most frequent reasons for major changes in an organization is the change of executives at the top. No two managers have the same styles, skills or managerial philosophies.

Managerial behaviour is always selective so that a newly appointed manager might favour different organizational design, objectives procedures and policies than a predecessor.

Changes in the managerial personnel are thus a constant pressure for change.

Declining Effectiveness: Declining effectiveness is a pressure to change.

A company that experiences losses is undoubtedly motivated to do something about it. Some companies react by instituting layoffs and massive cost cutting programmes, whereas others view the loss as symptomatic of an underlying problem, and seek out the cause of the problem.

Changes in Work Climate: Changes in the work climate at an organization can also stimulate change. A workforce that seems lethargic, unmotivated, and dissatisfied is a symptom that must be addressed. This symptom is common in organizations that have experienced layoffs. Workers who have escaped a layoff may find it hard to continue to be productive. They may fear that they will be laid off as well and may feel insecure in their jobs.

Deficiencies in the Existing System: Another internal pressure for organizational change is the loopholes in the system. These loopholes may be unmanageable spans of control, lack of coordination between departments, lack of uniformity in politics, non-cooperation between line and staff etc.

Crisis: A crisis may also stimulate change in an organization. Strikes or walk outs may lead management to change the wage structure. The resignation of a key decision maker is one crisis that causes the company to rethink the composition of its management team and its role in the organization.



Employees, Expectations: Changes in employees expectations can also trigger change in organizations. These forces may be:-

Employees' desire to share in decision-making.

Employees' demand for effective organizational mechanism.

Higher employees' expectation for satisfying jobs and work environment.

Employees' desire for higher wage payment.

Managing change requires strong leadership and an understanding of how organizational change occurs. Leaders are in the unique role of not only designing change initiatives but enacting and communicating them to subordinates. Managing change requires more than simple planning: the significant human element of change resistance needs to be addressed to ensure success

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Organizational changes are those that have a significant impact on the organization as a whole. Major shifts to personnel, company goals, service offerings, and operations would all be considered forms of organizational change. It's a broad category.

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3. Technology. When technology is being advanced or there are any new changes or development in the technology then force change onto organisation.

4. Economic. Any economical change which is increased or decreased it will change onto organisation.

5. Strategic transformational change

All changes will affect some aspects of a company, but not all changes are transformational.

Minor modifications to existing tools or policies will influence but not completely redefine a business.

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In today's dynamic world, change is not just a fact of life, but essential for survival. New organizational developments and priorities happen so quickly that if you're not up-to-date, you're slipping behind. Trends and technology evolve, which means that customers' needs will constantly be changing. Information is transmitted faster and companies that can't deliver on speed will lose out to those that can.

With organizational change strategies, companies can avoid stagnation while minimizing disruption. Preparation is integral for success, especially during a change effort. However, one can't prepare without knowing what type of change is occurring. The first step is to understand



what change management models exist and then figuring out what best suits your company or team.

1. Organization-Wide Change

Organization-wide change is a large-scale transformation that affects the whole company. This could include restructuring leadership, adding a new policy, or introducing a new enterprise technology.

2. Transformational Change

Transformational change specifically targets a company's organizational strategy. Companies that are best suited to withstand rapid change in their industry are nimble, adaptable, and prepared to transform their game plans when the need arises.

3. Personnel Change

Personnel change happens when a company experiences hyper-growth or layoffs. Each of these types of organizational change can cause a significant shift in employee engagement and retention.

4. Unplanned Change

Unplanned change is typically defined as necessary action following unexpected events. While unplanned change cannot be predicted – it can be dealt with in an organized manner.

For example, the hurricanes that battered the U.S. early in the fall of 2017 caused thousands of residents to evacuate and seek temporary shelter far away from home. Following this emergency, those affected began the long process of restoring normalcy to their lives.

5. Remedial Change

Leaders implement remedial changes when they identify a need to address deficiencies or poor company performance.

For example, financial distress is usually due to lackluster performance and requires remedial change. Other common examples include introducing an employee training program, rolling out new software, or creating a position to fix a pain point.

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*organization: A group of people or other legal entities with an explicit purpose and written rules.

an organization requires changes to address counterproductive aspects of organizational culture, the process can be daunting. Cultural change is usually necessary to reduce employee turnover, influence employee behavior, make improvements to the company, refocus the company objectives, rescale the organization, provide better customer service, or achieve specific company goals and results.

including the external environment and industry competitors, changes in industry standards, technology changes, the size and nature of the workforce, and the organization's history and management.

1. Assessing Change Needs

Prior to launching a cultural change initiative, a company should carry out a needs assessment to examine the existing organizational culture and operations.

2. Common Areas of Change

Common areas of organizational change include:

1. Mission

2. Strategy

3. Operational changes, including structure and hierarchies

4. Technology



- 5. Culture
- 6. Employees and/or management
- 7. Work flows (particularly relevant in manufacturing)
- 8. Branding

of organizational change can include strategic, operational, and technological change that can come from inside or outside the organization. Outside forces for change include macroeconomics, technological evolution, globalization, new legislation, and competitive dynamics.

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Government restrictions often force change onto organizations. This can be something as simple as a change in minimum wage for employees, or as complex as rules and restrictions governing fair competition in business. For instance, when the Affordable Health Care act was put into place, businesses had to change their operations and put steps into place to confirm that all employees had healthcare coverage to comply with the new law.

4) Technology

Technological changes can make or break a business. Whether new technology is introduced industry-wide, as when the laser was introduced to modern medicine, making surgeries easier and safer; or when it's introduced to end users, as when consumers stopped renting videos to enjoy the cheaper, more convenient streaming services like Netflix, organizations must change to accommodate new technologies or suffer the consequences.

5) Economic

During the 2008 recession, consumers lost their jobs and cut back on their spending. These economic downturns had a major impact on businesses. Banks failed. General Motors and Chrysler filed for bankruptcy. Survival meant adapting to change. Companies like Lego, who experienced stagnant U.S. sales during this time, took the opportunity to build their markets in Europe and Asia. Netflix realized the potential of providing in-home entertainment to families that had cut back their entertainment budgets and grew their subscriptions by 3 million subscribers in 2009 alone. Meanwhile, in the midst of spiking fuel prices, gas guzzling Hummers were no longer en vogue and quietly went out of business.

Companies can also experience internal forces of change, which can often be related to



external forces, but are significant enough to be considered separately. Internal forces of change arise from inside the organization and relate to the internal functioning of the organization. They might include low performance, low satisfaction, conflict, or the introduction of a new mission, new leadership.

The purpose of every organizational change management initiative is to successfully implement strategies and methods for effecting change and helping people to accept and adapt to change.

Organizational changes in the agile workplaces happen daily, change management and change communication teams have become crucial performance drivers for many companies.

External forces-

Political force:-With the rapidly changing global political scenario and the upheavals in the global politics the worldwide economy is equally undergoing a quick change and presenting several challenges before organization in form of changes in regulations, policies and also the economic framework in form of globalization and liberalization.

Economic Forces:-The economic force influence organizations change management strategy by either presenting opportunities or challenges in the form of economic uncertainties.

Technological Forces:-Technological advancement and innovations in communication and computer technology, have revolutionized the organizational functioning by facilitating newer of working and added in newer range of product thus creating a need for developing framework for managing change effectively and proactively.

Government Forces:- Government regulation and also extent of intervention may influence need for change.

1. Deregulation
2. Foreign exchange
3. Anti-Trust laws
4. Suspension Agreements
5. Protectionism

Internal forces:-

1. Systemic forces
2. Inadequate existing administrative processes
3. Individual/group speculations
4. Structural changes
5. Changes in technology
6. People focused change
7. Issue with profitability
8. Resource constraint

Change is about moving to a future state, change management is about supporting individual employees impacted by the change during their transitions—from their current state to their future state.

Forces for Change:

A) External Forces:

1. General environment
 - a. social
 - b. cultural
 - c. Demographic
 - d. Political
 - e. Economic
 - f. Technological
2. Business Environment
 - a. Industry



- b. Competition
- c. Consumer demands

B) Internal Forces :

1. Low Performance
2. Low satisfaction
3. New Mission
4. New Leadership
5. Conflicts

Demographic: A changing work demographic might require an organizational change in culture. For instance, Avon built and grew their business around door-to-door cosmetic sales, with the stay-at-home wife and mother as their primary front line employee.

Social: Changing social trends can pressure organizations into making changes. Consumers are becoming more environmentally conscious, a trend which has pushed fast food restaurants to replace Styrofoam containers with paper.

Political: Government restrictions often force change onto organizations. This can be something as simple as a change in minimum wage for employees, or as complex as rules and restrictions governing fair competition in business.

Technology: Still have your VHS player? The founder of Blockbuster wishes you did. Technological changes can make or break a business. Whether new technology is introduced industry-wide, as when the laser was introduced to modern medicine, making surgeries easier and safer

Economic. General Motors and Chrysler filed for bankruptcy. Survival meant adapting to change. Companies like Lego, who experienced stagnant U.S. sales during this time, took the opportunity to build their markets in Europe and Asia.

Low Performance and satisfaction: Employees fear of low performance and satisfaction make them to change or switch jobs

New Mission and leadership : New mission by managements brings changes in organization at all levels of management and work culture.

The dictionary meaning of the change to transform from one state to another in context of time.

Change is a natural phenomenon. Change is the only thing which is constant implies that there ought to be change from the one state to another. In today's context to survive in the business one has to follow the principle of survival of the fittest. The firm who adopts the change in time or becomes redundant and irrelevant from the market.

In order to survive in the changing environment, organisations have to change their production process, labour-management relations, departmental functions etc. in response to changes in technological, political, economic factors etc.

The factors that necessitate change fall into two categories:

1. Internal Factors:
2. External Factors.

Internal Forces.

1. Leadership.

Change in managerial persons transforms into new strategy, new policy and guidelines and work process. Dynamic managers introduce change because they want to lead the market. Change in one business forces others to adopt the changes.



2. Change in machinery, equipment.

Change and upgradation from old to new or new installation of machines with latest technology.

3. Changes in workforce:

Changes in managerial personnel (when new managers join in place of retiring managers) also require the organisation to change its values and philosophies. Changes in operative personnel (new workers who are more educated, skilled and competent) also require the organisation to change its values and beliefs to match those who join the organisation.

4. Internal inefficiencies/Deficiency in existing system and shortfall are identified and tried to address the issues Imbalance between narrow and wide span of management, centralisation and decentralisation, line and staff relationships, internal and external environment, communication systems etc.

5. Efficiency.

Every organisations want to perform better.

(a) Owners - earn profit in the form of retained earnings

(b) Employees - increase in salary and bonus

(c) Shareholders - increase in dividends.

Change is, therefore, desirable to achieve higher level of efficiency.

6 Control:

People at high managerial posts want to retain control over organisational activities. They have their own philosophies and ways of working. They introduce new organisation designs and control systems which are followed in the organisation.

7. Internal pressures:

Attitudes of employees also enforce change. Dissatisfaction with the working conditions, pay structures and inter-personal relationships reflect negative behaviour towards managers which may force employees to change their policies, procedures and strategies.

External Factors:

Survival of organisation depends on its active interaction with the environment. Be it organisations or suppliers, shareholders, customers, Government or trade unions. Thus, an organisation has to give due consideration to its own goals and also the goals of those external to its working.

1. Market factors/Changing environment/Competition:

Organisations operate in the volatile markets. Various market forces related to buyers and competitors affect competitive position of the organisation and promote changes to remain competitive in the market. Factors related to buyers are demand, changes in consumer tastes and preferences, income of consumers etc. and those related to competitors are policies of competitors, better products and suppliers etc. New companies promote diversification, product deletion, disinvestment, core competence to gain distinctive advantage etc.

2. Economic factors:

Changes in economic conditions; exchange rate and interest rate fluctuations, fiscal and monetary policies, inflation and cost of living necessitate changes in the organisational policies.

3. Social factors/Social values and attitudes.

The norms for pollution, safety and working conditions, health consciousness, geographical movement of workers, their age composition, education etc. are the social factors that necessitate changes in the organisational policies. Organisations are the creations of society



and have to take care of social factors in making adjustments in their plans, policies and procedures.

4. Technological factors/Innovation:

The modern world is facing constantly changing technology, information systems, computerisation and decision support systems. If organisations fail to update their technology and management information system, they will not be able to survive in the market.

5. Political factors:

Business enterprises and Government actively interact with each other. Changes in government policies with respect to taxation and corporate governance, new laws and court decisions require the organisations to change their policies according to these regulations.

6. Natural factors/Calamities like COVID 19:

Natural calamities like floods and earthquakes also require changes in the policies of the organisation. Organisations are open social systems and cannot ignore the impact of their operations on the society. Social responsibilities are part of the organisational operations which change according to needs of the environment. Providing medicines, clothes, food and monetary help may not be part of organisation's social agenda but natural factors may require it to do so; not only from the point of view of ethics but also its survival.

7. Educational factors:

Educated employees, shareholders, labour unions, customers and suppliers require organisations to change their structures to come up to their expectations. New employees, new managerial personnel, new suppliers with different educational levels and backgrounds necessitate organisations to change their policies to accommodate them.

8. Global factors:

Globalisation and liberalisation require changes in the policies of organisations to compete with multinational corporations operating in the home country and the host country. Companies of different countries have different cultural and social values. Since they interact with each other in the globalised world, changes have to be made in the organisational processes to be interactive with each other.

9. Govt regulations and policies. Industry 4.0 has lot of implications in business world.

10. IoT and automation.

Change is basically a variation in pre-existing methods, customs, and conventions. Since all organizations function in dynamic environments, they constantly have to change themselves to succeed.

Organisations change their structures and work environment to remain competitive in the domestic and world markets. The world is constantly changing and so are organisations. Business organisations are open systems.

They continuously interact with the environment and adapt to environmental changes necessary for their survival and growth. Not only should enterprises adapt to the changes, they should also anticipate the changes and incorporate them in their plans and budgets.

From outside and inside the organization a variety of forces press for change. "We live in the midst of constant change" has become a well-worn but relevant cliché. Pressures for change are created from both inside and outside the organization. Organization must forge ahead on these forces to survive. Some of these are external, arising from outside the company, whereas others are internal arising from sources within the organization.

External forces of change in an Organization

1. External Forces: When the organization's general or task environment changes, the organization's success often rides on its ability and willingness to change as well. Modern manager is change-conscious and operating in the constantly changing environment. Many



external changes bombard the modern organizations and make change inevitable.

These forces are discussed below:

a. **Technological Change:** Rapid technological innovation is a major force for change in organizations, and those who fail to keep pace can quickly fall behind. It is perhaps the greatest factor that organizations reckon with.

The team approach adopted by many organizations, leads to flatter structures, decentralized decision making and more open communication between leaders and team members.

b. **Globalization:** The global economy means competitors are likely to come from across the ocean. Globalization, for an organization, means rethinking the most efficient ways to use resources, disseminate and gather information and develop people. It requires not only structural changes but also changes in the minds of employees. Successful organizations will be the ones that can change in response to the competition.

c. **Social and Political Changes:** A firm's fate is also influenced by such environmental pressures as social and political changes. Many new legal provisions in the corporate sector get introduced every time that affects the organizations.

d. **Workforce Diversity:** Related to globalization is the challenge of workforce diversity. Workforce diversity is a powerful force for change in organization.

The demographic trends contributing to workforce diversity are

☒ The workforce will see increased participation from females, as the majority of new workers will be female.

☒ The workforce will be more culturally diverse than ever (part of this is attributable to globalization).

☒ The workforce is aging. There will be fewer young workers and more middle aged working.

e. **Managing Ethical Behaviour:** Employees face ethical dilemmas in their daily work lives. The need to manage ethical behaviour has brought about several changes in organizations. Most centre on the idea that an organization must create a culture that encourages ethical behaviour. Society expects organizations to maintain ethical behaviour both internally and in relationships with other organizations.

2. **Internal Forces:** Besides reacting to or anticipating changes on the outside, an organization may change because someone on the inside thinks a new way of doing things will be beneficial or even necessary. Pressures for change that originate inside the organization are generally recognizable in the form of signals indicating that something needs to be altered.

These internal forces are discussed below:

a. **Changes in Managerial Personnel:** One of the most frequent reasons for major changes in an organization is the change of executives at the top. No two managers have the same styles, skills or managerial philosophies.

Managerial behaviour is always selective so that a newly appointed manager might favour different organizational design, objectives procedures and policies than a predecessor.

Changes in the managerial personnel are thus a constant pressure for change.

b. **Declining Effectiveness:** Declining effectiveness is a pressure to change.

A company that experiences losses is undoubtedly motivated to do something about it. Some companies react by instituting layoffs and massive cost cutting programmes, whereas others view the loss as symptomatic of an underlying problem, and seek out the cause of the problem.

c. **Changes in Work Climate:** Changes in the work climate at an organization can also stimulate change. A workforce that seems lethargic, unmotivated, and dissatisfied is a symptom that must be addressed. This symptom is common in organizations that have experienced layoffs. Workers who have escaped a layoff may find it hard to continue to be productive. They may fear that they will be laid off as well and may feel insecure in their jobs.

d. **Deficiencies in the Existing System:** Another internal pressure for organizational change is the loopholes in the system. These loopholes may be unmanageable spans of control, lack of coordination between departments, lack of uniformity in politics, non-cooperation between line and staff etc.

e. **Crisis:** A crisis may also stimulate change in an organization. Strikes or walk outs may lead management to change the wage structure. The resignation of a key decision maker is one crisis that causes the company to rethink the composition of its management team and its



role in the organization.

f. Employees, Expectations: Changes in employees expectations can also trigger change in organizations. These forces may be:-

- ☒ Employees' desire to share in decision-making.
- ☒ Employees' demand for effective organizational mechanism.
- ☒ Higher employees' expectation for satisfying jobs and work environment.
- ☒ Employees' desire for higher wage payment.

In general sense, change is to make or become different, or give or begin to have different from. For instance, postwar recovery of Japan to its present state of supremacy is a significant change, though influenced to a great extent by American openness, generosity and leadership in the process of change. Change is the alteration of status quo or making things different than before. Change is the disturbance of equilibrium presently prevailing. It is any alternation that occurs in the overall work environment of an organisation. Change is a part of life and provides opportunity for growth. It is a conscious decision by the management of organisation. In any organisation, we have people engaged in production, research, development, administration, etc. The organisation in order to change should prepare a stock of the situation and should effect change in their attitude and style of functioning.

#Forces which enable organization to implement change:-

1) Demographic:-

A changing work demographic might require an organizational change in culture. For instance, Avon built and grew their business around door-to-door cosmetic sales, with the stay-at-home wife and mother as their primary front line employee. When more women entered the workforce in 9-to-5 jobs, Avon had to shift gears and find new ways to get their products in front of their customers.

2) Social:-

Changing social trends can pressure organizations into making changes. Consumers are becoming more environmentally conscious, a trend which has pushed fast food restaurants to replace Styrofoam containers with paper. Manufacturers of cleaning products changed product formulas to omit phosphorus and other environmentally threatening chemicals. Tobacco companies have buckled under the changing image of smokers, the dangers of their products, and some have started looking into eCigarettes and other smoking alternatives to stay in business.

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Technological changes can make or break a business. Whether new technology is introduced industry-wide, as when the laser was introduced to modern medicine, making surgeries easier and safer; or when it's introduced to end users, as when consumers stopped renting videos to enjoy the cheaper, more convenient streaming services like Netflix, organizations must change to accommodate new technologies or suffer the consequences.

5) Economic:-

During the 2008 recession, consumers lost their jobs and cut back on their spending. These economic downturns had a major impact on businesses. Banks failed. General Motors and Chrysler filed for bankruptcy. Survival meant adapting to change. Companies like Lego, who experienced stagnant U.S. sales during this time, took the opportunity to build their markets in Europe and Asia. Netflix realized the potential of providing in-home entertainment to families that had cut back their entertainment budgets and grew their subscriptions by 3 million subscribers in 2009 alone. Meanwhile, in the midst of spiking fuel prices, gas guzzling Hummers were no longer en vogue and quietly went out of business.



- 1) The process, tools and techniques to manage the people side of change to achieve a required business outcome.
- 2) Change management is the process, tools and techniques to manage the people side of change to achieve the required business outcome.
- 3) Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change.

Forces which enables organisations to implement change are as follows

A) Outside Forces

These include economic factors, competitive dynamics, new technology, globalization, and legislative changes:

1) Economics –

As consumers tightened their belts, organizations had to either do the same and lower supply to match lowered demand, or come up with new goods to entice them..

2) Competition –

Changes in the competitive landscape, such as new incumbents, mergers and acquisitions, new product offerings, and bankruptcies, can substantially impact a company's strategy and operations.

3) Technology –

Technological changes are a constant threat, and embracing new technologies ahead of the competition requires adaptability. When media went digital, adaptable companies found ways to evolve their operations to stay competitive. Many companies that could not evolve quickly failed.

4) Globalization – Capturing new global markets requires product, cultural, and communicative adaptability. Catering to new demographics and identifying opportunities and threats as they appear in the global market is integral to adapting for optimal value.

5) Legislation –

New laws and legislation can dramatically change operations. Companies in industries that impact the environment must constantly strive to adapt to cleaner and more socially responsible operating methodologies. Failing to keep pace can result in substantial fines and financial detriments, not to mention negative branding.

B) Inside Forces

There are many inside forces to keep in mind as well, ranging from employee changes to cultural reform to operational challenges.

1) Management Change –

New CEOs or other executive players can significantly impact strategy and corporate culture. Understanding the risks associated with hiring (or promoting for) new upper management is key to making a good decision on best fit.

2) Organizational Restructuring – Organizations may be required to significantly alter their existing structure to adapt to the development of new strategic business units, new product lines, or global expansion. Employees must be trained on the change and the implications it will have for their everyday operations.

3) Intrapreneurship – New ideas come from inside the organization as well as outside the organization, and capitalizing on a great new idea will likely require some internal



reconsideration. Integrating a new idea may require reallocation of resources, new hires and talent management, and new branding.

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Google Forms





2021-22

Pune District Education Association's
**MAHATMA PHULE INSTITUTE OF
MANAGEMENT & COMPUTER STUDIES**
(Affiliated to Savitribai Phule Pune University, Recognised by D.T.E. Govt. of Maharashtra, Approved by A.I.C.T.E. New Delhi)

Annasaheb Magar College Campus, Manjan Road, Hadapsar, Pune-411 028.
Tel : (020) 26993020, 26992611 E-mail : directorpdeampim@gmail.com Web : pdeampim.edu.in

PUN Code - IMMP01072 DTE Code - MB6107 AISHE Code C - 41697

5.1.4 The Institution adopts the following for redressal of student grievances including sexual harassment and ragging cases.

07/07/21

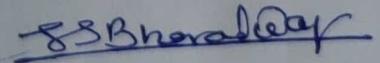
Notice

All member of Grievances Redressal Committee of PDEA'S Mahatma Phule Institute of management and computer studies are here by requested to kindly make it convenient to attend meeting scheduled as below.

Date :-9/07/2021

Time : 11:30 am.

Venue : MPI Director Cabin



Director

DIRECTOR
Mahatma Phule Institute
(C.M.S. & R.)
Hadapsar, Pune- 411 028

Agenda

- 1) To read and approve minutes of last meeting held on 8/11/20
- 2) To take action related to Exam Issue raised by student .
- 3) Any other point with the permission of chair.
- 4) Student had difficulty in filling Examination form.

Meeting of Grievances Redressal of Committee of the institute was held on day Date 9/07/20 at 11:30 am.in the mitting Director cabin following member were present.

Sr. No.	Name of Member	Designation
1	Director .Dr. Sachin S Bhartwaj	Chairman
2	Prof. Sathe R.G.	Member
3	Prof. D. A. More	Member
4	Prof. A.S Walhekar	Member
5	Prof.S.D.Sonawane	Member
6	Mr. D. K. Gorde	Member
7	Mrs .K. G. Bansode	Member
8	Mrs. R. R. Kotwal	Member
9	Mr. Nitin Bagade	Student Representative
10	Mrs. Deepali Jagtap	Student Representative



Grievances Redressal Committee

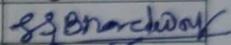
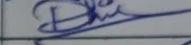
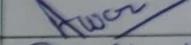
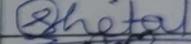
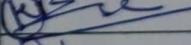
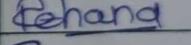
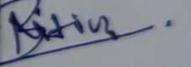
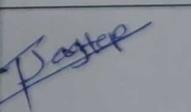
Sr. No.	Name of Committee Member	Position	Designation	Mobile No.	Email address
1.	Dr. Sachin S. Bharadwaj	College Head	Director	9823590469	profsachinbharadwaj@gmail.com
2.	Prof .R. G Sathe	Head of comittee	Asst. Professor	9822269870	rajasathe07@gmail.com
3.	Prof.. A.S. Walhekar	Member	Asst. Professor	9552557147	ashwinikakade27@gmail.com
4.	Prof. D. A. More	Member	Asst. Professor	9096959647	dhiru.more@gmail.com
5.	Prof.S. D. Sonawane	Member	Asst. Professor	7447494305	Shitalsonawane795@gmail.com
6.	Mrs .K. G. Bansode	Member	Tech. Asst.	9763458374	kamalbansode86@gmail.com
7.	Mr. D. K.Gorde	Member	Liberian	9850861446	dkgorde64@gmail.com
8.	Mrs. R. R. Kotwal	Member	Clerk	9881849967	rehana.mulani@gmail.com
9.	Mr. Nitin Bagade	Student Representative	Student	9665943201	nitinbagade50@gmail.com
10.	Mrs. Deepali Jagtap	Student Representative	Student	9423964739	dipalijagtap229@gmail.com



Minutes

Resolution

1. The minutes of last meeting held on 8/11/20 at 11:30 am were read and confirm.
2. Issue related students difficulty in filling difficulty form Issued was reported to Savitaribai Phule Pune University for farther action Mr.Akash Sambhaju Jadhav was able to fill Exam form. & Sagar Kamble was able to fill online exam form.

Sr. No.	Name of Member	Designation	Sign
1.	Dr. Sachin S Bharadwaj	Chairman	
2.	Prof. R.G. Sathe	Member	
3.	Prof. D. A. More	Member	
4.	Prof. A.S Walhekar	Member	
5.	Prof.S. D. Sonawane	Member	
6.	Mr. D. K. Gorde	Member	
7.	Mrs .K. G. Bansode	Member	
8.	Mrs. R. R. Kotwal	Member	
9.	Mr. Nitin Bagade	Student Representative	
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5.1.4 The Institution adopts the following for redressal of student grievances including sexual harassment and ragging cases.

23/06/22

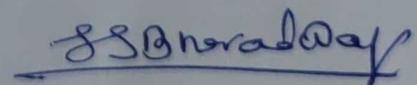
Notice

All member of Grievances Redressal Committee of PDEA'S Mahatma Phule Institute of management and computer studies are here by requested to kindly make it convenient to attend meeting scheduled as below.

Date :-24/06/2022

Time : 12:30 am.

Venue : MPI Director Cabin



Director

DIRECTOR
 Mahatma Phule Institute
 (C.M.S. & R.)
 Hadapsar, Pune- 411 028



Agenda

- 1) To read and approve minutes of last meeting held on 09/7/21
- 2) To take action related to Exam Issue raised by student .
- 3) Any other point with the permission of chair.
- 4) Student had difficulty in filling Examination form.

Meeting of Grievances Redressal of Committee of the institute was held on day Date 24/06/22 at 12:30 am.in the mitting Director cabin following member were present.

Sr. No.	Name of Member	Designation
1	Director .Dr. Sachin S Bhartwaj	Chairman
2	Prof. Sathe R.G	Member
3	Prof. D. A. More	Member
4	Prof. A.S Walhekar	Member
5	Prof.S.D.Sonawane	Member
6	Mr. D. K. Gorde	Member
7	Mrs .K. G. Bansode	Member
8	Mrs. R. R. Kotwal	Member
9	Mr. Nitin Bagade	Student Representative
10	Mrs. Deepali Jagtap	Student Representative



Grievances Redressal Committee

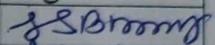
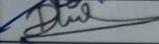
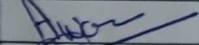
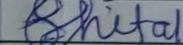
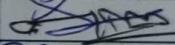
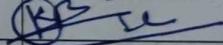
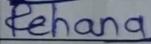
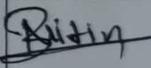
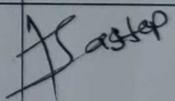
Sr. No.	Name of Committee Member	Position	Designation	Mobile No.	Email address
1.	Dr. Sachin S. Bharadwaj	College Head	Director	9823590469	profsachinbharadwaj@gmail.com
2.	Prof .R. G Sathe	Head of comittee	Asst. Professor	9822269870	rajasathe07@gmail.com
3.	Prof.. A.S. Walhekar	Member	Asst. Professor	9552557147	ashwinikakade27@gmail.com
4.	Prof. D. A. More	Member	Asst. Professor	9096959647	dhiru.more@gmail.com
5.	Prof.S. D. Sonawane	Member	Asst. Professor	7447494305	Shitalsonawane795@gmail.com
6.	Mrs .K. G. Bansode	Member	Tech. Asst.	9763458374	kamalbansode86@gmail.com
7.	Mr. D. K.Gorde	Member	Liberian	9850861446	dkgorde64@gmail.com
8.	Mrs. R. R. Kotwal	Member	Clerk	9881849967	rehana.mulani@gmail.com
9.	Mr. Nitin Bagade	Student Representative	Student	9665943201	nitinbagade50@gmail.com
10.	Mrs. Deepali Jagtap	Student Representative	Student	9423964739	dipalijagtap229@gmail.com



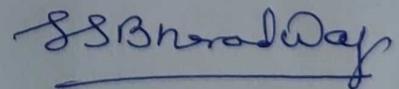
Minutes

Resolution

1. The minutes of last meeting held on 9/7/21 at 11:30 am were read and confirm.
2. Issue related students difficulty in filling difficulty form Issued was reported to Savitaribai Phule Pune University for farther action Mr.Akash Sambhaju Jadhav was able to fill Exam form. & Sagar Kamble was able to fill online exam form.

Sr. No.	Name of Member	Designation	Sign
1.	Dr. Sachin S Bharadwaj	Chairman	
2.	Prof. R.G. Sathe	Member	
3.	Prof. D. A. More	Member	
4.	Prof. A.S Walhekar	Member	
5.	Dr. S.D. Sonawane	Member	
6.	Mr. D. K. Gorde	Member	
7.	Mrs .K. G. Bansode	Member	
8.	Mrs. R. R. Kotwal	Member	
9.	Mr. Nitin Bagade	Student Representative	
10.	Mrs. Deepali Jagtap	Student Representative	





DIRECTOR
Mahatma Phule Institute
(C.M.S. & R.)
Hadapsar, Pune- 411 023

एमपीआय/२०२३/१५१

id. 07.08.2023

प्रति,
मा. परिक्षा नियंत्रक,
परिक्षा मूल्यमापन मंडळ
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशखिंड रोड,
पुणे- ४११००७

विषय : परिक्षा अर्ज भरणेबाबत...

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, (PUN Code- IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमध्ये शैक्षणिक वर्ष २०१४-१५ मध्ये कु. टुले गणेश मल्हारी या विद्यार्थ्याने एमबीए अभ्यासक्रमासाठी प्रवेश घेतला होता परंतु काही वैयक्तिक कारणास्तव चतुर्थ सत्राची परिक्षा देवू शकला नाही परंतु तो आता सदर परिक्षा अर्ज भरण्यासाठी इच्छुक आहे.

परिक्षा अर्जासाठी लागणारी विद्यापीठाची परिक्षा फी व विलंब फी भरण्यास तयार आहे. तरी सदर विद्यार्थ्यांचे शैक्षणिक हित लक्षात घेता परिक्षा अर्ज भरता यावा ही नम्र विनंती.

कळावे



आपला विश्वासू

S. S. Bhuradwaj

डॉ. एस. एस. भारदवाज

प्रभारी संचालक
महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

एमपीआय/२०२२- २३/३०२

दि. १६.१२.२०२२

प्रति,
मा. संचालक,
परिक्षा व मुल्यमापन मंडळ,
पुणे विद्यापीठ,
गणेशखिंड,
पुणे ४११००७

विषय : परिक्षा अर्ज भरणेबाबत....

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, (PUN Code-IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टीजमधील माघाडे कोमल रविंद्र (PRN-1171800416- Nowrojee Wadia College, Pune College Code-0006) ह्या विद्यार्थीनीने शैक्षणिक वर्ष २०२२- २३मध्ये एमबीए प्रथम वर्ष २०२२ कोर्समध्ये प्रवेश घेतला असून सदर विद्यार्थीनीस परिक्षा अर्ज भरता येत नाही. सदर विद्यार्थीनीने ११.०६.२०२२ रोजी B.Sc.हा कोर्स पूर्ण केला आहे. Profile complete दाखवत असून Course incomplete दाखवत आहे.

सदर विद्यार्थ्यांचे शैक्षणिक हित लक्षात घेता प्रथम सत्राचा परिक्षा अर्ज भरणेबाबत आपले मार्गदर्शन मिळावे ही नम्र विनंती.

कळावे



आपला विश्वासु

S. S. Bhandarkar
डॉ. एस. एस. भारद्वाज

प्रभारी संचालक
महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

एमपीआय/२०२२ -२३/१४७

दि. २१.०७.२०२२

प्रति,
मा.परिक्षा नियंत्रक,
परिक्षा व मुल्यमापन मंडळ,
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशखिंड,
पुणे-४११००७

विषय : परिक्षा अर्जातील त्रुटीबाबत....

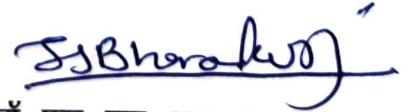
मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, DTE Code- MB6107,PUN Code- IMMPO10720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमधील कु.चव्हाण प्रियंका आनंद ही द्वितीय वर्षात शिकत असून (Eligibility no 12020216104) या विद्यार्थीनीने (MBA 2019 Credit Pattern) चतुर्थ सत्राचा अर्ज क १०७२००३२१ नुसार भरला होता. परंतु सदर विद्यार्थीनी वेळेवर अर्ज घेऊन आल्याने महाविद्यालयाकडून अंतिम तारखेस विद्यार्थ्यांचे शैक्षणिक हित लक्षात घेता परिक्षा अर्ज इनवर्ड केला परंतु सदर विद्यार्थीनी अर्ज भरताना विषय क्रमांक 405. Global Strategic Management & 408. Corporate Social Responsibility & Sustainability 492.Introduction To Cyber Security IV हे विषय अर्ज भरताना नजरचुकीने राहून गेले. तरी याबाबत आपले मार्गदर्शन मिळावे ही नम्र विनंती.

कळावे



आपला विश्वासु



डॉ. एस. एस. भारदवाज

प्रभारी संचालक
महात्मा फुले इन्स्टीट्यूट
हडपसर, पुणे-४११०२८

एमपीआय/२०२२ -२३/१२८

दि. २८.०६.२०२२

प्रति,
मा.परिक्षा नियंत्रक,
परिक्षा व मूल्यमापन मंडळ,
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशाखंड,
पुणे-४११००७

विषय : परिक्षा अर्ज भरणेबाबत....

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, DTE Code- MB6107,PUN Code- IMMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमधील कु. भापकर शुभम मोहन हा प्रथम वर्षात शिकत असून (Eligibility no 12021195171) या विद्यार्थ्याने प्रथम सत्राचा (MBA 2019 Credit Pattern) काही वैयक्तिक कारणाने परिक्षा अर्ज भरला नव्हता परंतु आता परिक्षा अर्ज भरत असताना पॅटर्नमध्ये PGDiploma inTaxation & PG Diploma in International Business हे पर्याय येतात परंतु (MBA 2019 Credit Pattern) हा कोर्स दिसत नाही.

तरी विद्यार्थ्यांचे शैक्षणिक हित लक्षात घेता परिक्षा अर्ज भरणेबाबत आपले मार्गदर्शन मिळावे ही नम्र विनंती.

कळावे



आपला विश्वासु

SSBhavadWaj
डॉ. एस. एस. भारदवाज

प्रभारी संचालक
महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

एमपीआय/२०२० -२१/२८९

दि. २७.०२.२०२१

प्रति,
मा.परिक्षा नियंत्रक,
परिक्षा व मुल्यापण मंडळ,
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशखिंड,
पुणे-४११००७

विषय : परिक्षा अर्जातील त्रुटीबाबत....

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, DTE Code- MB6107,PUN Code- IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमधील कु.परेषा भिमसिंग सोळंकी (2016 Course, PRN No- 2051802189, Special Sub : Operation Management) हा शैक्षणिक वर्ष २०२०-२१ मध्ये एमबीए द्वितीय वर्षात शिकत असून तिस-या सत्राचा परिक्षा अर्ज भरत असतना त्याची २०१६ कोर्सप्रमाणे Subject List येत नाही.

Subject List खालीलप्रमाणे :

1. Strategic Management
2. EPM
3. Startup & New Venture management
4. Summer Internship Management
5. Productivity Management
6. Facilities Planning
7. Six Sigma
8. Product Management
9. Introduction to Syber Security
10. Skill Development
11. Operation Management

तरी सदर विद्यार्थ्यांच्या परिक्षा अर्जाविषयी मार्गदर्शन मिळावे ही नस विनंती.
कळावे



आपला विश्वासु

SSBhony

डॉ. एस. एस. भारदवाज

प्रभारी संचालक

महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

एमपीआय/२०२० -२१/२९३

दि. ०२.०३.२०२१

प्रति,
मा.परिक्षा नियंत्रक,
परिक्षा व मूल्यमापन मंडळ,
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशाखिंड,
पुणे-४११००७
विषय : परिक्षा अर्जातील त्रुटीबाबत....

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, DTE Code- MB6107,PUN Code- IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमधील कृ.कटक अतिष सुनिल (2016 Course, PRN No- 2051802141, Special Sub : Marketing Management) हा शैक्षणिक वर्ष २०२०-२१ मध्ये एमबीए द्वितीय वर्षात शिकत असून विस-या सत्राचा परिक्षा अर्ज भरत असतना त्याची २०१६ कोर्सप्रमाणे Subject List येत नाही.

Subject List खालीलप्रमाणे :

1. Strategic Management
2. EPM
3. Startup & New Venture management
4. Summer Internship Management
5. Contemporary Marketing Research
6. Consumer Behaviour
7. Product Management
8. Personal Selling Lab
10. Customer Relationship Management
11. Finance for Marketing professionals
12. Introduction to Cyber Security III
13. Skill Development I

तरी सदर विद्यार्थ्यांच्या परिक्षा अर्जाविषयी मार्गदर्शन मिळावे ही नम्र विनंती.
कळावे



आपला विश्वासू

S. Ahmud

डॉ. एस. एस. भारदवाज

प्रभारी संचालक
महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

एमपीआय/२०२० -२१/२१४

दि. ०२.०३.२०२१

प्रति,
मा.परिक्षा नियंत्रक,
परिक्षा व मूल्यमापन मंडळ,
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशखिंड,
पुणे-४११००७
विषय : परिक्षा अर्जातील त्रुटीबाबत... .

मा. महोदय,
उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, DTE Code- MB6107,PUN Code- IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमधील कृ.गाडेकर प्रियंका बालासो (2016 Course, PRN No- 2051802148, Special Sub : Financial Management) हा शैक्षणिक वर्ष २०२०-२१ मध्ये एमबीए द्वितीय वर्षात शिकत असून विस-या सत्राचा परिक्षा अर्ज भरत असतना त्याची २०१६ कोर्सप्रमाणे Subject List येत नाही.

Subject List खालीलप्रमाणे :

1. Strategic Management
2. EPM
3. Startup & New Venture management
4. Summer Internship Management
5. Direct Taxation
6. Financial Systeme of India Markets & Services
7. Strategic Cost Managment
8. Corporate Finance
10. Rural Financial Institutions
11. Banking Operation I
12. Introduction to Syber Security III
- 13.Skill Development I

तरी सदर विद्यार्थ्यांच्या परिक्षा अर्जाविषयी मार्गदर्शन मिळावे ही नम्र विनंती.
कळावे



आपला विश्वासू

S.P. Phule

प्रभारी संचालक

महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

प्रति,
मा. परिक्षा नियंत्रक,
परिक्षा व मूल्यापन मंडळ,
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशाखंड,
पुणे-४११००७
विषय : परिक्षा अर्जातील त्रुटीबाबत....

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, DTE Code- MB6107,PUN Code- IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमधील कृ.जाधव आकाश संभाजी (2019 Course, Eligibility no No-12019160443, Special Sub : Marketing Management) हा शैक्षणिक वर्ष २०१९-२० मध्ये एमबीए प्रथम वर्षात शिकत होता. सदर विद्यार्थ्यांस प्रथम व दुसरा सत्राचा परिक्षा अर्ज भरवण्याचा अखुन त्याची २०१९ कोर्सप्रमाणे Subject List येत नाही.

Subject List खालीलप्रमाणे :

1. Managerial Accounting
2. Organizational Behaviour
3. Economic Analysis for Business Decisions
4. Business Research Methods
5. Basic of Marketing
6. Digital Business
7. Management Fundamentals
8. Entereprenurship Development
9. Leagl Aspect of Business
10. Verbal Communication Lab
11. Selling & Negotitaion Skills Lab
12. Business Systmes & Procedures
13. Human Rights I
14. Introduction to Cyber Security-I
15. Marketing Management
16. Financial Management
17. Human Resources management
18. Operation & Supply Chain Management
19. Marketing Research
20. Comsumer Bevaiour
21. Contemporary Frameworks in Managment
22. Start up & New Venture Management
23. Business Government & Society
24. Enterpreneurship Lab
25. Personal Selling Lab
26. Digital Marketing -I
27. Human Rights-II
28. Introduction to Cyber Security -II

तरी सदर विद्यार्थ्यांच्या परिक्षा अर्जाविषयी मार्गदर्शन मिळावे ही नम्र विनंती.
कळावे

आपला विश्वासू



S. S. Bhambhani
डॉ. एस. एस. भारदवाज

प्रभारी संचालक
महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

समपीआय/२०२१- २२/१७

दि. ११.०८.२०२१

प्रति,
मा. संचालक,
परिक्षा व मूल्यमापन मंडळ,
पुणे विद्यापीठ,
गणेशाखिंड,
पुणे ४११००७

विषय : परिक्षा अर्ज त्रुटीबाबत...

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, (PUN Code-IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टीजमधील कृ.अनिकेत संदिप तुपे (PRN 2051902122 Exam Seat no 53675) ह्या विद्यार्थ्याने शैक्षणिक वर्ष २०२०- २१मध्ये MBA II (2019 Pattern) प्रवेश घेतला असून त्याने मार्च एप्रिल २०२१ चा परिक्षा अर्ज भरला असून त्यामध्ये नजरचुकीने सदर विद्यार्थ्याने 408-GE-UL-Corporate Social Responsibility & Sustainability हा विषय भरला नाही. परंतु सदर विद्यार्थ्यांस या विषयाची परिक्षा द्यावयाची आहे.

सदर विद्यार्थ्यांचे शैक्षणिक हित लक्षात घेता वरील विषयाची परिक्षा देण्याची संधी त्यास मिळावी ही नम्र विनंती.
कळावे



आपला विश्वासु

S. S. Bhambhani
जं. एस. एस. भारदवाज

प्रभारी संचालक
महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८

एमपीआय/२०२१- २२/४५

दि. १२.०७.२०२१

प्रति,
मा. संचालक,
परिक्षा व मूल्यापेन मंडळ,
पुणे विद्यापीठ,
गणेशखिंड,
पुणे ४११००७

विषय : परिक्षा अर्ज भरणेबाबत...

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, (PUN Code- IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टीजमधील कु.अपूर्व भागवत मरुके(PRN 2051902057) ह्या विद्यार्थ्यांने शैक्षणिक वर्ष २०२०- २१मध्ये MBA (Financial Management) २०१९ कोर्समध्ये प्रवेश घेतला असून सदर विद्यार्थ्यांने तृतीय सत्राचा परिक्षा अर्ज भरला नव्हता आता सदर विद्यार्थ्यांस परिक्षा अर्ज भरता येत नाही व खालील Subject Add करता येत नाहीत .

Sem I GC- 04-Business Research Methods
Sem III 301 Strategic Management
302 Decision Science
303- Summer Internship Project
304 FIN – Advanced Financial Management
305 FIN – International Finance
308- Project Management
310- Corporate Governance
311- Mgmt of Non profit orgnisation
315- FIN- Indirect Taxation
317- FIN- Financial Modeling
318-FIN – Digital Banking
392 Introduction to Cyber Security III
394- Skill Development I
395- Introduction to Constitution
Sem IV- 401- Enterprise Performance Mgmt
402-Indian Ethos & Business Ethics
403- FIN- Financial Laws
404- FIN- Current Trends & cases in Finance
405- Global Strategic MGMT
408- Corporate Social Responsibility & Sustainability
412- FIN- Strategic Cost Mgmt
415- FIN- Agricultural Insurance
492- Introduction to Cyber Security IV
494- Skill Development II

सदर विद्यार्थ्यांचे शैक्षणिक हित लक्षात घेता परिक्षा अर्ज भरणेबाबत आपले मार्गदर्शन मिळावे ही नम्र विनंती .

कळावे
विश्ववासु



आपला

(Signature)

प्रभारी संचालक

महात्मा फुले इन्स्टीट्यूट
हडपसर, पुणे- ४११०२२

एमपीआय/२०१९-२०/२९४

दि. २१.११.२०१९

प्रति,
मा. परिक्षा नियंत्रक,
परिक्षा मूल्यमापन मंडळ
सावित्रीबाई फुले पुणे विद्यापीठ,
गणेशखिंड रोड,
पुणे- ४११००७

विषय : परिक्षा अर्ज भरणेबाबत...

मा. महोदय,

उपरोक्त विषयांस अनुसरून आपणांस कळविण्यात येते की, (PUN Code- IMMP010720) पुणे जिल्हा शिक्षण मंडळाचे महात्मा फुले इन्स्टिट्यूट ऑफ मॅनेजमेंट अँड कॉम्प्युटर स्टडीजमध्ये शैक्षणिक वर्ष २०१९-२० मध्ये कृ. शिंदे पुजा संजय या विद्यार्थीनीने एमबीए अभ्यासक्रमासाठी प्रवेश घेतला असून प्रथम सत्र परिक्षा अर्ज भरताना काही तांत्रिक अडचणीमुळे अडथळा आला परंतु ती आता सदर परिक्षा अर्ज भरण्यासाठी इच्छुक आहे.

परिक्षा अर्जासाठी लागणारी विद्यापीठाची परिक्षा फी व विलंब फी भरण्यास तयार आहे. तरी सदर विद्यार्थीनीचे शैक्षणिक हित लक्षात घेता परिक्षा अर्ज भरता यावा ही नम्र विनंती.

कळावे



आपला विश्वासु

S. S. Bhambhani
डॉ. एस. एस. भारदवाज

प्रभारी संचालक
महात्मा फुले इन्स्टिट्यूट
हडपसर, पुणे-४११०२८