

SAMPLE PROCESS GUIDE CHANGE MANAGEMENT ITSM COMMUNITY Reference

sample process guide change management itsm community

In the rapidly evolving landscape of IT Service Management (ITSM), effective change management is essential for organizations aiming to deliver reliable and efficient IT services. The ITSM community continually emphasizes the importance of structured processes to manage changes seamlessly, minimize disruptions, and ensure alignment with business goals. A well-crafted sample process guide for change management serves as a vital resource for IT professionals seeking to standardize procedures, enhance communication, and foster continuous improvement within their organizations.

This article provides a comprehensive overview of developing a sample process guide for change management tailored for the ITSM community. It covers best practices, key components, common challenges, and practical steps to implement and optimize change management processes.

Understanding Change Management in ITSM

What is Change Management?

Change management within ITSM refers to the structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state, with minimal risk and disruption. It involves planning, approving, implementing, and reviewing changes to IT infrastructure, applications, and services.

Why is Change Management Critical?

- Reduces Service Disruptions: Proper change control prevents unintended outages.
- Ensures Compliance: Maintains adherence to regulatory and organizational standards.
- Enhances Communication: Keeps all stakeholders informed and engaged.
- Supports Business Objectives: Aligns IT changes with overall business strategies.

Core Components of a Sample Change Management Process Guide

A typical process guide should encompass the entire lifecycle of a change, from initiation to closure. The following components are essential:

1. Change Initiation and Request

- Capture details about the proposed change.
- Document the reason, scope, and potential impact.
- Classify the change (standard, normal, emergency).

2. Change Assessment and Planning

- Evaluate risks, benefits, and dependencies.
- Determine resources and timelines.
- Prepare a detailed change plan and rollback procedures.

3. Change Authorization

- Review requests with Change Advisory Board (CAB) or authorized personnel.
- Approve or reject changes based on assessment.

4. Change Implementation

- Communicate the schedule to stakeholders.
- Deploy the change according to the plan.
- Monitor progress and document any issues.

5. Change Review and Closure

- Verify that the change has achieved its objectives.
- Document lessons learned.
- Close the change request and update records.

Developing a Sample Process Guide: Step-by-Step Approach

Creating an effective process guide involves a systematic approach. Here's a step-by-step methodology tailored for the ITSM community:

Step 1: Define Objectives and Scope

- Clarify what the process aims to achieve.
- Determine the scope?types of changes, organizational units involved.

Step 2: Map Out the Process

- Use flowcharts or diagrams to visualize each step.
- Identify decision points and responsible roles.

Step 3: Document Roles and Responsibilities

- Assign roles such as Change Manager, CAB members, Service Desk.
- Clearly outline responsibilities to avoid confusion.

Step 4: Establish Policies and Standards

- Set criteria for change classification.
- Define approval thresholds and emergency procedures.

Step 5: Develop Templates and Forms

- Provide standardized request forms.
- Include checklists for assessments and reviews.

Step 6: Implement Training and Communication

- Educate staff on the process.
- Use communication channels to ensure awareness.

Step 7: Monitor, Review, and Improve

- Collect metrics on change success rates and incidents.
- Conduct periodic reviews to refine the process.

Best Practices for Effective Change Management

To maximize the effectiveness of your change management process, consider these best practices:

- **Standardize Change Requests:** Use templates to ensure consistency and completeness.
- **Implement a Change Advisory Board (CAB):** Facilitate collaborative decision-making for complex changes.
- **Prioritize Communication:** Keep all stakeholders informed throughout the change lifecycle.
- **Assess Risks Thoroughly:** Use risk matrices to evaluate potential impacts.
- **Automate Where Possible:** Leverage ITSM tools for tracking, approval workflows, and notifications.
- **Maintain Documentation:** Keep detailed records for auditing and continuous improvement.
- **Review and Learn:** Analyze failed or problematic changes to prevent recurrence.

Common Challenges and How to Address Them

Despite best efforts, organizations often face challenges in change management. Recognizing these can help in developing mitigation strategies:

1. Resistance to Change

- Solution: Engage stakeholders early, communicate benefits, and involve users in planning.

2. Inadequate Documentation

- Solution: Standardize forms and ensure diligent record-keeping.

3. Lack of Clear Roles

- Solution: Define and communicate roles and responsibilities explicitly.

4. Poor Communication

- Solution: Use multiple channels and regular updates to keep everyone informed.

5. Insufficient Risk Assessment

- Solution: Implement risk assessment tools and encourage thorough evaluations.

Leveraging ITSM Tools for Change Management

Modern ITSM platforms such as ServiceNow, BMC Remedy, or Jira Service Management offer features that streamline change management:

- Automated workflows for approvals and notifications.
- Change request templates for consistency.
- Dashboards and reporting for performance monitoring.
- Integration with CMDB to assess dependencies.

Implementing these tools can significantly enhance process adherence, visibility, and efficiency.

Measuring Success in Change Management

To evaluate the effectiveness of your change management process, consider tracking the following metrics:

- **Change Success Rate:** Percentage of changes implemented without incidents.
- **Emergency Change Percentage:** Frequency of unplanned or urgent changes.
- **Average Time to Implement:** Duration from request to closure.
- **Number of Post-Implementation Incidents:** Issues arising after changes.
- **User Satisfaction:** Feedback from stakeholders involved.

Regular analysis of these metrics helps identify areas for improvement and demonstrates the value of change management.

Conclusion

A well-designed sample process guide change management itsm community serves as a foundational document that aligns IT activities with organizational objectives, mitigates risks, and enhances service quality. By following structured steps, adopting best practices, leveraging automation tools, and fostering a culture of continuous improvement, organizations can ensure their change management processes are effective, transparent, and adaptable to evolving business needs.

Implementing such a guide not only streamlines change procedures but also builds trust among stakeholders, reduces incidents, and contributes to overall IT service excellence. Whether you're

establishing a new change management process or refining an existing one, this comprehensive approach provides a solid framework to achieve your goals.

Keywords: change management, ITSM, process guide, IT service management, change process, change control, ITSM community, change lifecycle, process improvement, ITSM tools

Sample Process Guide Change Management ITSM Community: A Comprehensive Approach to Effective Change Control

In the realm of IT Service Management (ITSM), sample process guide change management ITSM community frameworks serve as vital blueprints for organizations aiming to streamline their change processes, minimize risks, and ensure seamless service delivery. Developing a well-structured change management process is fundamental to maintaining service stability while enabling innovation. This guide offers a detailed exploration of how to design, implement, and refine a change management process tailored for ITSM communities, with insights drawn from industry best practices and real-world applications.

Understanding Change Management in ITSM

Change management, within ITSM, is the structured approach to transitioning individuals, teams, and organizations from the current state to a desired future state. It involves planning, assessing, authorizing, implementing, and reviewing changes to IT infrastructure and services. An effective change management process helps balance the need for change with the imperative to minimize disruption.

Why a Sample Process Guide Matters

A sample process guide change management ITSM community provides a standardized reference that:

- Ensures consistency across organizational units
- Clarifies roles and responsibilities
- Establishes clear workflows and approval stages
- Incorporates best practices and compliance standards
- Serves as a training resource for new team members

Having a well-documented process encourages transparency, accountability, and continuous improvement.

Step 1: Defining the Scope and Objectives

Clarify What Changes Are Covered

Begin by identifying the types of changes your process will govern:

- Standard Changes: Routine, low-risk changes with predefined procedures (e.g., password resets).
- Normal Changes: Changes that require assessment and approval but follow standard procedures.
- Emergency Changes: Urgent changes needed to restore service or prevent outages.

Set Clear Objectives

Your process guide should aim to:

- Minimize service disruptions
- Reduce change-related incidents
- Improve communication and stakeholder engagement
- Ensure compliance with policies and regulations

Step 2: Establishing Roles and Responsibilities

A well-defined structure is critical. Typical roles include:

- Change Initiator: Proposes the change request.
- Change Manager: Coordinates the change process, assesses risks, and facilitates approvals.
- Change Advisory Board (CAB): Provides expert advice and approves significant changes.
- Technical Teams: Implement the change.
- Testing and Validation Teams: Ensure changes are tested before deployment.
- Stakeholders: Users or business units impacted by the change.

Sample Roles and Responsibilities List

| Role | Responsibilities |

|-----|-----|

| Change Initiator | Submits change request, provides necessary details |

| Change Manager | Reviews, assesses, and schedules changes; communicates with stakeholders |

| CAB | Reviews high-impact or risky changes; approves or rejects requests |

| Technical Teams | Executes the change; documents implementation details |

| Testing Teams | Validates the change in controlled environments |

| Stakeholders | Provide input on change impact; receive notifications |

Step 3: Designing the Change Request Workflow

A typical change management workflow involves several stages:

- Submission of Change Request
 - Complete a standardized Change Request Form
 - Attach relevant documentation (impact analysis, rollback plan)
- Initial Review and Logging
 - Change Manager reviews request for completeness
 - Logs the request in the Change Management System
- Impact and Risk Assessment
 - Evaluate potential impacts on services
 - Identify risks and mitigation strategies
 - Determine the priority level
- Approval Process
 - For routine changes, approval may be delegated to the Change Manager

- Significant or high-risk changes require CAB approval

- Planning and Scheduling
 - Develop detailed implementation plan
 - Schedule the change during approved maintenance windows

- Communication
 - Notify stakeholders and affected users
 - Publish change schedule and instructions

- Implementation
 - Execute the change as per plan
 - Document any deviations or issues

- Validation and Testing
 - Verify that the change achieves its objectives
 - Conduct rollback testing if necessary

- Closure and Review
 - Close the change request
 - Conduct a post-implementation review to identify lessons learned

Step 4: Managing Emergency Changes

Emergency changes require a streamlined process:

- Fast-track approval: Usually authorized by a designated authority or Change Manager.
- Documentation: Record the incident, impact, and resolution.
- Post-implementation review: Conduct as soon as feasible to evaluate risks and improvements.

Step 5: Integration with Other ITSM Processes

Change management does not operate in isolation. It should be integrated with:

- Incident Management: To assess if an incident warrants a change.
- Problem Management: For root cause analysis leading to preventive changes.
- Configuration Management: To track affected configuration items.
- Release and Deployment Management: To coordinate with deployment activities.

Step 6: Continuous Improvement and Metrics

Regularly review change management performance using KPIs such as:

- Number of changes implemented without incidents
- Percentage of emergency changes
- Change success rate
- Average time to approve and implement changes
- Post-implementation review outcomes

Use these insights to refine your process guide, address bottlenecks, and enhance overall efficiency.

Sample Process Guide Template

Introduction

- Purpose of the process
- Scope and applicability
- Definitions of key terms

Roles and Responsibilities

- Detailed role descriptions

- Contact points

Workflow Overview

- Visual flowcharts summarizing steps

Procedure Details

- Step-by-step instructions for each stage
- Templates and forms to be used
- Approval matrices

Communication Plan

- Stakeholder notification procedures
- Change advisory communication channels

Risk Management

- Risk assessment criteria
- Contingency and rollback plans

Metrics and Reporting

- KPIs to monitor
- Reporting frequency and formats

Appendices

- Sample forms
- FAQs
- References to policies and standards

Final Thoughts

Creating a sample process guide change management ITSM community is an iterative effort that benefits from community collaboration and feedback. By establishing clear workflows, roles, and documentation standards, organizations can foster a culture of controlled change, reduce risks, and support continuous service improvement. Remember that the ultimate goal is to enable change as a strategic enabler rather than a source of disruption.

Whether you're just starting or refining an existing process, leveraging community best practices and customizing templates can significantly accelerate your journey toward operational excellence in change management.

Question What are the key steps involved in creating a sample process guide for change management in the ITSM community? The key steps include defining scope and objectives, mapping current processes, identifying gaps, designing improved workflows, documenting procedures, obtaining stakeholder approval, and establishing metrics for success. How can community feedback be integrated into the change management process guide in ITSM? Community feedback can be integrated by conducting surveys, hosting discussion forums, and incorporating suggestions into process revisions to ensure the guide reflects practical insights and addresses real-world challenges. What are common challenges faced when implementing a change management process guide within an ITSM community? Common challenges include resistance to change, lack of stakeholder engagement, inadequate training, unclear documentation, and difficulty in measuring process effectiveness. How does a sample process guide enhance change management effectiveness in ITSM communities? It provides standardized procedures, promotes consistency, facilitates communication, helps identify best practices, and ensures all members understand their roles, leading to smoother change implementations. What best practices should be followed when updating a change management process guide for the ITSM community? Best practices include regularly reviewing and updating the guide based on feedback, aligning with industry standards, involving cross-functional teams, providing comprehensive training, and maintaining clear documentation.

Related keywords: sample process, guide, change management, ITSM, community, incident management, problem management, service desk, ITIL, workflow

Gndu Sample Papers Gndu Sample Papers

gndu sample papers gndu sample papers are an essential resource for students preparing for exams at Guru Nanak Dev University (GNDU). Whether you're a first-year undergraduate or a postgraduate student, accessing and practicing with sample papers can significantly enhance your exam readiness, boost confidence, and improve overall academic performance. In this

comprehensive guide, we will explore everything you need to know about GNDU sample papers, their importance, how to access them, and tips for effective preparation.

Understanding the Importance of GNDU Sample Papers

Sample papers serve as a mirror to the actual exams, offering students a glimpse of the question paper pattern, marking scheme, and the types of questions that may appear. Here's why GNDU sample papers are invaluable:

1. Familiarity with Exam Pattern

Sample papers help students understand the structure of the question paper, including:

- Number of questions
- Types of questions (short answer, long answer, multiple choice, etc.)
- Distribution of marks
- Time allocation per section

2. Practice and Time Management

Consistent practice using sample papers enhances speed and accuracy, allowing students to manage their exam time effectively.

3. Identifying Important Topics

Practicing sample papers highlights recurring questions and topics, guiding students to focus their revision on significant areas.

4. Reducing Exam Anxiety

Familiarity with the question pattern reduces uncertainty and nervousness during the actual exam.

Types of GNDU Sample Papers Available

GNDU offers a variety of sample papers tailored for different courses and semesters. These include:

1. Undergraduate Sample Papers

For courses like B.A., B.Sc., B.Com., B.Tech., and others, covering all semesters and subjects.

2. Postgraduate Sample Papers

For master's programs such as M.A., M.Sc., M.Com., MBA, and more.

3. Professional and Diploma Courses

Sample papers for diploma and certificate courses offered by GNDU.

4. Previous Year Question Papers

Though technically not the same as sample papers, previous year papers are often used interchangeably and provide real exam scenarios.

How to Access GNDU Sample Papers

Accessing sample papers is straightforward, with multiple sources available:

1. Official GNDU Website

The most reliable source is the official Guru Nanak Dev University website:

- Visit gndu.ac.in
- Navigate to the 'Examinations' or 'Student Resources' section
- Look for 'Sample Question Papers' or 'Previous Year Papers'
- Select your course, semester, and subject to download PDFs

2. University Departments and Faculties

Departments often upload sample papers relevant to their specific courses on departmental portals or notice boards.

3. Educational Portals and Bookstores

Many educational websites and bookstores provide compiled collections of GNDU sample papers, often with solutions and practice tests.

4. Coaching Centers and Online Forums

Coaching institutes and online student forums share sample papers, mock tests, and tips for effective preparation.

Effective Strategies for Using GNDU Sample Papers

Merely downloading sample papers isn't enough; students must adopt strategies to maximize their benefits:

1. Create a Study Schedule

Allocate specific days for practicing sample papers, ensuring coverage of all subjects before exams.

2. Simulate Exam Conditions

Attempt sample papers within the set time limit and in a quiet environment to mimic real exam conditions.

3. Analyze Your Performance

Post-practice, evaluate your answers to identify strengths and weaknesses. Focus on improving areas where mistakes are frequent.

4. Review Solutions and Explanations

Compare your answers with model solutions to understand correct approaches and learn alternative methods.

5. Revise Important Topics

Use insights from sample papers to revise key topics, ensuring comprehensive preparation.

Benefits of Regular Practice with GNDU Sample Papers

Consistent practice with sample papers offers numerous advantages:

- **Enhanced Problem-Solving Skills:** Develops quick thinking and analytical abilities.
- **Improved Memory and Retention:** Reinforces learning and helps memorize important concepts.
- **Increased Confidence:** Familiarity with question types reduces exam anxiety.
- **Better Score Potential:** Practice helps identify common questions, increasing chances of scoring higher.

Tips for Effective Exam Preparation Using GNDU Sample Papers

To derive maximum benefit from sample papers, consider these tips:

1. Start Early

Begin practicing well in advance of exams to allow ample revision and self-assessment.

2. Cover All Subjects

Ensure all course topics are practiced; don't focus solely on weaker areas.

3. Maintain Accuracy Over Speed

Initially, prioritize accuracy to understand concepts, then gradually increase speed.

4. Seek Clarification

If you encounter doubts while practicing, consult teachers or peers for clarification.

5. Keep a Record

Maintain a log of your practice scores and errors to monitor progress.

Conclusion

gndu sample papers gndu sample papers are an indispensable tool for students aiming for academic excellence at Guru Nanak Dev University. By regularly practicing these sample papers, students can gain familiarity with exam patterns, improve their time management skills, and boost their confidence. Remember, consistent practice paired with strategic revision is the key to success in university examinations. Access these resources from official and trusted sources, adopt effective study strategies, and stay committed to your preparation journey for the best results.

FAQs about GNDU Sample Papers

- **Are GNDU sample papers available for all courses?** Yes, sample papers are available for most undergraduate, postgraduate, and professional courses offered by GNDU.
- **Can I find solved sample papers online?** Yes, many educational websites and coaching institutes provide solved sample papers for better understanding.
- **How often should I practice sample papers?** It's recommended to practice at least one sample paper per subject per week, depending on your syllabus timeline.
- **Do practicing sample papers guarantee good grades?** While practicing improves your

chances, success also depends on thorough revision, understanding concepts, and exam strategies.

gndu sample papers gndu sample papers

In the realm of higher education, especially for students pursuing undergraduate and postgraduate courses at Guru Nanak Dev University (GNDU), the importance of effective exam preparation cannot be overstated. One of the most vital resources that students turn to for honing their skills and understanding the exam pattern is the collection of GNDU sample papers. These sample papers serve as a mirror reflecting the actual question papers, enabling students to gauge the difficulty level, structure, and types of questions they can expect in their upcoming exams. In this article, we delve into the significance of GNDU sample papers, how they can be utilized effectively, and the benefits they bring to students' academic success.

Understanding the Significance of GNDU Sample Papers

What Are GNDU Sample Papers?

GNDU sample papers are meticulously curated question papers that replicate the format, marking scheme, and difficulty level of actual university examinations. These papers are often prepared by faculty members, university departments, or trusted educational platforms to aid students in their preparation.

Why Are Sample Papers Important?

Sample papers are more than just practice tools; they are strategic resources that help students:

- Familiarize themselves with the exam pattern: Understanding the distribution of questions, types (descriptive, objective, short answer), and marking scheme.
- Identify important topics: Recognizing recurring themes and frequently asked questions.
- Improve time management: Practicing within time limits to ensure efficiency during the actual exam.
- Boost confidence: Reducing exam anxiety by practicing under simulated conditions.
- Assess their preparation level: Gauging strengths and weaknesses to focus their revision.

How to Access GNDU Sample Papers

Official University Resources

The most reliable source for GNDU sample papers is the official university website. GNDU regularly

uploads sample papers for various courses and subjects, often aligned with the latest syllabus updates.

Educational Platforms and Coaching Institutes

Many reputed coaching centers and educational websites curate and distribute sample papers tailored for GNDU exams. They often supplement these with detailed solutions and marking schemes.

Student Forums and Social Media Groups

Online student communities, forums, and social media groups dedicated to GNDU students are valuable platforms where peers share sample papers, discuss strategies, and exchange insights.

Effective Strategies to Utilize GNDU Sample Papers

Simply practicing sample papers is not enough; students must adopt strategic approaches to maximize their benefits.

- Set a Realistic Exam Environment
 - Simulate exam conditions: Time yourself, avoid distractions, and adhere to the exam duration.
 - Use proper resources: Practice with the same type of paper (handwritten or digital) as the actual exam.
- Analyze Your Performance
 - Mark your answers and compare with model solutions or answer keys.
 - Identify mistakes and understand where you went wrong.
 - Track your progress over multiple practice sessions.
- Focus on Weak Areas
 - Review topics where you scored low.
 - Revisit the relevant chapters and seek additional resources if needed.

- Practice more questions from those sections.
- Incorporate Past and Model Papers into Your Routine
- Use sample papers as part of your regular revision cycle.
- Gradually increase difficulty level by attempting previous years' question papers.
- Discuss and Clarify Doubts
- Join study groups or seek guidance from teachers.
- Analyze solutions thoroughly to understand the methodology.

Benefits of Regular Practice with GNDU Sample Papers

Consistent practice with sample papers yields multiple advantages:

Improved Exam Readiness

Students become familiar with the question style, reducing surprise elements during the actual exam.

Enhanced Time Management Skills

Practicing under timed conditions helps students allocate appropriate time to each section or question.

Better Answer Presentation

Regular practice encourages clarity, conciseness, and proper structuring of answers, which can positively impact scores.

Reduced Exam Anxiety

Preparedness breeds confidence, reducing stress and anxiety associated with exams.

Identification of Knowledge Gaps

Sample papers highlight areas that need further revision, enabling targeted study.

Common Challenges and How to Overcome Them

While GNDU sample papers are invaluable, students often face certain challenges:

Limited Access to Quality Sample Papers

Solution: Rely on official sources and verified educational platforms. Avoid dubious websites that may provide outdated or incorrect papers.

Time Constraints During Practice

Solution: Start practicing early and gradually increase the difficulty level. Use timers to simulate real exam conditions.

Over-Reliance on Sample Papers

Solution: Balance practice with comprehensive syllabus coverage. Use sample papers as a supplement, not a substitute, for thorough studying.

Difficulty in Understanding Solutions

Solution: Seek guidance from teachers, online tutorials, or peer groups. Focus on understanding the reasoning behind each answer.

Future Trends: Digital Resources and Sample Papers

The advent of digital learning has transformed how students access and utilize sample papers. Key trends include:

- Online repositories: Universities and educational platforms offering downloadable sample papers.
- Mobile apps: Dedicated apps providing access to sample papers, mock tests, and interactive quizzes.
- E-learning portals: Integrated platforms offering video explanations, solution walkthroughs, and practice tests.

Students should leverage these digital tools to enhance their preparation and stay updated with the latest exam patterns.

Conclusion

In conclusion, gndu sample papers gndu sample papers are indispensable resources for students aiming for academic excellence at Guru Nanak Dev University. They serve as practical tools for understanding the exam format, practicing time management, and assessing one's preparedness. By approaching sample papers strategically?setting a simulated exam environment, analyzing performance, and focusing on weak areas?students can significantly improve their chances of success. As the academic landscape evolves with digital innovations, staying proactive and utilizing these resources effectively will empower students to navigate their exams confidently and achieve their academic goals. Whether you are a first-time examinee or a seasoned student, integrating GNDU sample papers into your study routine can make a substantial difference in your performance and overall learning experience.

Question Where can I find the latest GNDU sample papers for practice? You can access the latest GNDU sample papers on the official Guru Nanak Dev University website under the 'Examinations' or 'Downloads' section. Are GNDU sample papers available for all courses and semesters? Yes, GNDU provides sample papers for most courses and semesters to help students prepare effectively for their exams. How can GNDU sample papers help in exam preparation? GNDU sample papers familiarize students with the exam pattern, question types, and marking scheme, aiding better preparation and time management. Are the GNDU sample papers updated annually? Yes, the university updates its sample papers regularly to reflect the latest syllabus and exam pattern changes. Can I download GNDU sample papers in PDF format? Yes, most GNDU sample papers are available for download in PDF format from the official university website. Do GNDU sample papers include previous years' question papers? Some sample papers may include previous years' questions; however, for comprehensive practice, students should also refer to actual past exam papers available online. Are there any online platforms offering GNDU sample papers? Yes, several educational websites and coaching platforms provide GNDU sample papers and practice tests for students. How can I use GNDU sample papers effectively for my exam revision? Use them to simulate exam conditions, practice time management, and identify weak areas to focus your revision accordingly. Is it advisable to rely solely on GNDU sample papers for exam preparation? While sample papers are helpful, it's important to study the entire syllabus, revise concepts, and practice previous years' question papers for comprehensive preparation. Where can I get additional guidance on solving GNDU sample papers? You can seek guidance from professors, join online study groups, or consult coaching centers that offer specialized assistance in solving sample papers.

Related keywords: GNDU previous year papers, GNDU model question papers, GNDU exam papers, GNDU sample question papers, GNDU degree papers, GNDU semester papers, GNDU PDF downloads, GNDU exam preparation, GNDU undergraduate papers, GNDU postgraduate papers

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