

**MBA First Semester**  
**H1.2: HUMAN CAPITAL MANAGEMENT (4 CREDITS)**

- CSO1: To help students to sensitize to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need.
- CSO2: To familiarize students with current human resource practices that applies to their careers regardless of their field.
- CSO3: To facilitate the development of better understanding of human resources issues as they relate to other managerial functions.

**UNIT 1: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT:** Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

**UNIT 2: THE CONCEPT OF BEST FIT EMPLOYEE:** Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

**UNIT 3: TRAINING AND EXECUTIVE DEVELOPMENT:** Types of training methods – purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

**UNIT 4: SUSTAINING EMPLOYEE INTEREST:** Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

**UNIT 5: PERFORMANCE EVALUATION AND CONTROL PROCESS:** Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

**REFERENCES:**

1. Luis R. Gomez-Mejia, David B. Balkin, Robert L Cardy, “Managing Human Resource”, PHI Learning, 2012
2. Bernadin, “Human Resource Management”, Tata McGraw Hill, 8<sup>th</sup> Edition 2012.
3. Wayne Cascio, “Managing Human Resource”, McGraw Hill, 2007.
4. Ivancevich, “Human Resource Management”, McGraw Hill 2012.
5. Uday Kumar Haldar & Juthika Sarkar, “Human Resource Management”, Oxford. 2012
6. K. Aswathappa, “Human Resource and Personnel Management – Text and Cases”, New Delhi: Tata McGraw Hill, 2012.
7. Rao, V.S.P. (2010) “ Human Resource Management- Text and Cases” 3 Edition, Excel Books
8. Beardwell, Ian & Holden, Len (1986) Human Resource Management: A Contemporary Prospective, New Delhi: McMillan.
9. Robert L. Mathis & John H. Jackson, “Human Resource Management”, Thomson- South Western, 10th Edition, 2005.
10. Beumont, P. B., “Human Resource Management: Key Concepts and Skills”, Sage, London, 1993.
11. Goss, David, “Human Resource Management”, Thomson Business Press, London, 1997.
12. Hollinshead, G. and Mike Leat, “Human Resource Management – An International and Comparative Perspective on the Employee Relationship”, Pitman Publishing, London 1995.

**MBA Third Semester  
HUMAN RESOURCE ELECTIVE**

**H3.6 HR3: EFFECTIVE TRAINING AND DEVELOPMENT STRATEGY (4 CREDITS)**

- CSO1: Provide an in-depth understanding to various stages in a training process
- CSO2: Facilitates the students to learn some of the tools and techniques of training process.

**UNIT 1: Introduction to Training concept** - Definition, Meaning, Need for Training, Importance of Training, objectives of Training, concepts of Education, Training and Development, overview of Training Functions, types of Training.

**UNIT 2: Process of Training** - Steps in Training, Identification of job competencies, criteria for identifying Training needs( Person Analysis, Task Analysis, organization analysis), Assessment of Training Needs, Methods and Process of Needs Assessment.

**UNIT 3: Designing and Implementing a Training Program** - Trainer Identification, Methods and Techniques of Training, Designing a Training Module ( cross cultural, Leadership, Training the Trainer, change), Management Development program, Budgeting of Training.

**UNIT 4: Evaluation of Training Program** - Kirkpatrick Model of Evaluation, CIRO Model, Cost-benefit analysis, ROI of Training

**UNIT 5: Learning and Technology in Training** - Principles of Learning, Theories of Learning, Reinforcement Theory, social learning theory, Andragogy, Resistance to Training.

**Technology in Training:** CBT, Multimedia Training, E-Learning/online Learning, Distance Learning.

**Reference:**

1. Employee Training and Development- Raymond Noe
2. Every Trainers Handbook---Devendra Agochia
3. 360 Degree Feedback, Competency Mapping and Assessment Centre--- Radha Sharma
4. Training and Development- S.K.Bhatia.
5. HRM- Biswajeet Pattanayak.

**MBA Fourth Semester**  
**HUMAN RESOURCE ELECTIVE**  
**H4.4 HR4: GLOBAL HUMAN RESOURCE MANAGEMENT (4 CREDITS)**

- CSO1: Helps to sensitize students to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need in the global scenario.
- CSO2: Familiarize students with current global human resource practices that apply to their careers regardless of their field.
- CSO3: To facilitate the development of better understanding of global human resources issues as they relate to other managerial functions.

**UNIT 1:** Human and Cultural Variables in Global Organizations, Cross-cultural differences and managerial implications -- Cross cultural Research Methodologies and Hofstede Hermes Study.

**UNIT 2:** Structural Evolution of Global Organizations -- Cross cultural leadership and decision making, Cross-cultural communication and negotiation.

**UNIT 3:** Human Resource Management in Global Organisations: Recruitment and Selection.

**UNIT 4:** Compensation and Appraisal in Global Perspective.

**UNIT 5:** MNCs and Compensation System.

**Reference:**

1. International Dimensions of Organisational Behaviour by Adler N.J.
2. Transnational Management: Text. Cases and Readings in Cross Border Management by Barlett and Goshal.
3. Cultures Consequence: International differences in work related values by Hofstede G.
4. International dimensions of HRM by Dowling P.J

**MBA Fourth Semester**  
**HUMAN RESOURCE ELECTIVE**  
**H4.5 HR5: STRATEGIC TALENT MANAGEMENT (4 CREDITS)**

- CSO1: Aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry.
- CSO2: To emphasize on Talent Management & Talent Engineering.

**UNIT 1: Introduction to Talent Management:** Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

**UNIT 2: Building Blocks for Talent Management:** Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System.

**Talent Management System:** Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System.

**UNIT 3: Life Cycle of Talent Management:** Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

**Approaches to Talent Management:** Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.

**UNIT 4: Talent Management and Organizational Environment:** Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour.

**Talent Planning:** Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.

**UNIT 5: Talent Engagement and Retention:** Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention.

**Role of HR in Talent Management:** Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager.

**References:**

1. Strategic Talent Management: Contemporary Issues in International Context; Edited by Paul Sparrow, Hugh Scullion and Ibraiz Tarique; Cambridge University Press.
2. A Conceptual Approach to Strategic Talent Management; Tapomoy Deb; Indus Publishing Company.
3. Strategic – Driven Talent Management: A Leadership Imperative; Editors Rob Silzer & Ben E. Dowell; Jossey-Bass A Wiley Imprint.
4. Effective Talent Management – Aligning Strategy, People and Performance; Mark Wilcox; A Gower Book.
5. Talent Management Systems; Allan Schweyer; John Wiley & Sons Canada, Ltd.

**MBA Fourth Semester**  
**HUMAN RESOURCE ELECTIVE**  
**H4.5 HR5: STRATEGIC TALENT MANAGEMENT (4 CREDITS)**

- CSO1: Aimed at helping students gain an insight into the basic concepts and application of Talent Management in business and industry.
- CSO2: To emphasize on Talent Management & Talent Engineering.

**UNIT 1: Introduction to Talent Management:** Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

**UNIT 2: Building Blocks for Talent Management:** Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System.

**Talent Management System:** Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System.

**UNIT 3: Life Cycle of Talent Management:** Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process.

**Approaches to Talent Management:** Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.

**UNIT 4: Talent Management and Organizational Environment:** Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour.

**Talent Planning:** Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.

**UNIT 5: Talent Engagement and Retention:** Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention.

**Role of HR in Talent Management:** Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager.

**MBA Fourth Semester**  
**Open Elective Paper MBA 4.7: Business Communication Skills**

- CSO1: Aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium.
- CSO2: The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

**UNIT 1: Introduction to Communication:**

Meaning and objective of Communication. Importance of Effective Communication. Media of Communication. Types of Communication, Principles of Effective Communication.

**UNIT 2: Written Communication:**

Business Correspondence: Its need-Functions and Kinds of letters. Essentials of Business letter. Structure of business letter, layout, form, mechanical structure and punctuation etc. Planning of a letter.

**UNIT 3: Business Correspondence:**

Enquiries and Replies, Orders and Executions, Credit and Status Enquiries, Complaints and Adjustments, Collection letter, Sales and Circular letters.

Writing application for jobs-Giving Bio-Data (C.V): References –job Interview letter, Correspondence with referees and Appointment letters.

**UNIT 4: Career Skills: Study Skills:** Listening Skills, Concentration, Reading, Time Management, Summary Skills, Memory Skills, Examination Preparation, Examination Skills.

**Career OpportUnities:** Current Subjects, Career Needs of the Country, Steps in Career Planning, Interests, Competencies (abilities), Personality, Options after post graduation.

**Job Seeking:** Alternatives to Unemployment, Interviews, Telephone Skills, Application letters and Froms, Curriculum Vitae and Resume.

**UNIT 5: Report Writing:**

Meaning –Importance and Types of Business Reports. Essentials of a Good Report, Preparing a Report, Forms of Report:

i) Letter Form      ii) Memorandum Form      iii) Letter-text combination form Reports by individuals and committees.

**Books for Reference:**

1. Essentials of Business Communication: Rajendra Pal & J.S.Korlahalli
2. Business Communication –Person New Delhi: Chaturvedi
3. Communication Skills-PH New Delhi: SEN
4. Business Communication, Vikas Publication New Delhi: Madhukar
5. Business Communication, And Reports Writing –Himalaya New Delhi: Guffey
6. Business Communication, and Report writing –Himalaya New Delhi: Rai and Raj
7. Development of Life Skills and Professional Practice – Sultan Chand: Shalini Verma.
8. Personality Development and Soft Skills – Oxford Publishers: Barun K. Mitra.

## **MBA First Semester**

### **S1.6: MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT (4 CREDITS)**

- CSO1: Aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium.
- CSO2: The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

**UNIT 1: MANAGERIAL COMMUNICATION:** Nature and Communication of Communication, Functions of Communication; Roles of a Manager, Communication Process; Communication Network; Informal Communication- Corporate Communication and the Role of HR- Managing People, Relationship and Politics.

**UNIT 2: ROAD BLOCKS TO MANAGERIAL COMMUNICATION:** Removing Roadblocks; Gateways to Communication; Strategies for Improving Organizational Communication; Cross Cultural Communication and Communication Between Genders; Effective Listening-Poor Listening habits, Types of Listening; Strategies for effective Listening; Persuasive Communication and of Mentoring- Interviewing Skills.

**UNIT 3: BUSINESS PRESENTATIONS AND PUBLIC SPEAKING:** Introduction to a Presentation, Main body and Conclusion, Controlling Nervousness and Stage Fright; Business Presentation; Sample Outlines; Conversations; Essentials of a Business Conversation Non-verbal Communication-Introduction; Elements of Non-verbal Communication- Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting Non-verbal Messages.

**UNIT 4: BUSINESS WRITING:** Introduction, Written Business Communication; Business Letters, Common Components of Business Letters; Writing Effective Memos; Business Reports and proposals; Format for proposals; Proposal Layout and Design; Secretarial Practices in Business Organizations.

**UNIT 5: HR MANAGER AS COACH, MENTOR AND NEGOTIATOR:** Background to Counseling-Development of Counseling Skill- Phases of Counseling and Role of HR Managers-Skills and Requirements of Negotiating and Counseling: Assertiveness and Interpersonal Skills,, Active Listening, Respect, Genuineness-Social Skills at Workplace-Role conflict in Counseling-Counseling Services-Current trends, issues and practices in Negotiation and Counseling in Indian Industries.

#### **REFERENCES:**

1. Meenakshi Raman and Prakash Singh, "Business Communication", Oxford, 2008.
2. McGrath, E. H., "Basic Managerial Skills for All", PHI, New Delhi, 2011.
3. Balan K. R. and Rayudu C. S., "Effective Communication", Beacon Books, 1994.
4. Banerji Meera and Mohan Krishna, "Developing Communication Skills", Macmillan India Ltd., New Delhi, 1990.
5. Bovee & Thill, "Basic Business Communication", Pearson Prentice Hall, 2012.
6. P. D. Chaturvedi & Mukesh Chaturvedi, "Business Communication: Concepts, Cases and Applications", 3<sup>rd</sup> Ed., Pearson Education, 2013.
7. Roy Schwartzman, "Fundamentals of Oral Communication", Kendall Hunt Publishing Co., 2014.
8. M K Sehga & Vandana Khetarpal, "Business Communication", Excel Books, 2008.
9. Asha Kaul, "Effective Business Communication", 2<sup>nd</sup> Ed., PHI, 2015.
10. Payal Mehra, "Business Communication for Managers", Pearson, 2015.



**MBA Fourth Semester**  
**S4.2: ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT**  
**(4 CREDITS)**

- CSO1: Provides students with a solid introduction to the entrepreneurial process of creating new businesses.
- CSO2: Aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project.

**UNIT 1: Women Entrepreneurs** - Challenges to woman entrepreneurs, achievements of woman entrepreneurs, Role Models of Woman Entrepreneurs. Creating Entrepreneurial Venture-Entrepreneurship Development cycle.

**UNIT 2: Business Planning Process** - The business plan as an entrepreneurial tool, Elements of Business Plan, objectives, Market analysis, development of product/idea, Marketing, Finance, Organization and Management , Ownership, Critical risk contingencies of the proposal, scheduling and milestones.

**UNIT 3: Project Planning** - scope, problem statement, project goals, objectives, success criteria, assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning.

**UNIT 4: Project Activities and Monitoring** - Project Resource Requirements, Types of Resources. **Project Monitoring**, Evaluation and control- project network technique, planning for monitoring and evaluation, Project Audits, Project Management information system, Project scheduling, PERT and CPM, Project communication, Post-project Reviews.

**UNIT 5: Project Team Management** - Recruitment, Organizing, Human Resources, Team Operating rules, Project organization, various forms of Project organization, Project Organization charting.

**Closing the Project** - Types of project termination, strategic implications, project in Trouble, Termination strategies, evaluation of Termination possibilities, Termination procedures.

**Reference:**

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt.
3. Innovation and Entrepreneurship – Peter F. Drucker.
4. Bennet P Lientz and Kathryn P REA, “ Project Management for the 21<sup>st</sup> century”, Academic press, California, 1995.
5. Choudhary S, “Project Management”, Tata Mc Graw Hill Book Publishing co; New Delhi.
6. Gopalakrishnan, P, “ Project Management”, Macmillan India Ltd , New Delhi, 1993.
7. Joseph J Moder, Cecil R Philips, and Edward w Davis, “Project Management with CPM

## MBA Fourth Semester

### S4.3: ADVANCED INFORMATION TECHNOLOGY & MIS (4 CREDITS)

- CSO1: To develop a macro-level perspective of the information technology and its potential.
- CSO2: To help organizations create sustainable competitive advantage in respective industries.

**UNIT 1: Information System:** Meaning, Role, Types, Operations Support Systems, Management Support Systems, Experts Systems and Knowledge Management Systems. Information System for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis and Strategic Information Systems Framework.

**UNIT 2: Planning for Information Systems:** Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy Decisions, Outsourcing as an Option.

**UNIT 3: Information Systems for Strategic Advantage:** Strategic Role of IS – Breaking Business Barriers, Reengineering Business Processes, Improving Business Quality, Creating Virtual Company, Building Knowledge Creating Company, Using Internet Strategically, Challenges of Strategic IS, Enterprise Wide Systems and E-Business Applications.

**UNIT 4: Managing Information Systems:** Enterprise Management, Information Resource Management, Strategic Management, Operational Management, Resource Management, Technology Management, Distribution Management. Organizing Planning, IS Planning Methodologies, Critical Success Factors, Business Systems Planning, Computer Aided Planning Tools, Security and Ethical Challenges, IS Controls, Facility Controls, Procedural Controls, Computer Crime, Privacy Issues, Aspect of Technology Adoption in MIS.

**UNIT 5: Introduction to BPR:** Concept, Need for Reengineering, Benefits, Guiding Principles, BPR and Performance Improvement, Pitfalls in BPR, Myths of BPR, BPR Implementation Methodology, BPR Implementation Methodology, Change Management in BPR – Introduction, Nature, Process of Change, Management of Change in BPR, BPR Experiences in Indian Industry, Strategic Aspects of BPR.

#### References:

1. James A O'Brien, George M. Marakas and Ramesh Behl (2009). Management Information Systems, 9<sup>th</sup> Edition, Tata McGraw Hill Education, New Delhi.
2. Micheal Hammer and James Champy, (2003). Reengineering the Corporation: A Manifesto for Business Revolution, 1<sup>st</sup> Edition, Harper Collins.
3. Turban, E., McLean, E. and Wetherbe, J. (2000). Information Technology for Management: Making Connections for Strategic Advantage, 2<sup>nd</sup> Edition, John Wiley and Sons.
4. D. P. Goyal (2006), Management Information Systems – Managerial Perspectives, 2<sup>nd</sup> Edition, Macmillan, New Delhi.
5. S. A. Kelkar (2009), Management Information Systems – A Concise Study, 2<sup>nd</sup> Edition, Prentice Hall of India.
6. Nirmalya Bagchi (2010), Management Information Systems, 1<sup>st</sup> Edition, Vikas Publishing House, New Delhi.

## MBA Fourth Semester

### S4.3: ADVANCED INFORMATION TECHNOLOGY & MIS (4 CREDITS)

- CSO1: To develop a macro-level perspective of the information technology and its potential.
- CSO2: To help organizations create sustainable competitive advantage in respective industries.

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1. James A O'Brien, George M. Marakas and Ramesh Behl (2009). Management Information Systems, 9<sup>th</sup> Edition, Tata McGraw Hill Education, New Delhi.
2. Micheal Hammer and James Champy, (2003). Reengineering the Corporation: A Manifesto for Business Revolution, 1<sup>st</sup> Edition, Harper Collins.
3. Turban, E., McLean, E. and Wetherbe, J. (2000). Information Technology for Management: Making Connections for Strategic Advantage, 2<sup>nd</sup> Edition, John Wiley and Sons.
4. D. P. Goyal (2006), Management Information Systems – Managerial Perspectives, 2<sup>nd</sup> Edition, Macmillan, New Delhi.
5. S. A. Kelkar (2009), Management Information Systems – A Concise Study, 2<sup>nd</sup> Edition, Prentice Hall of India.
6. Nirmalya Bagchi (2010), Management Information Systems, 1<sup>st</sup> Edition, Vikas Publishing House, New Delhi.