

Q&A on Basic Concepts of MIS

Notes

BASIC CONCEPTS OF MIS

Question 1

State and explain any five characteristics of a good Management Information System.

(Final May 1996 & May 1999)

Answer

Five important characteristics for a good management information system are briefly discussed below:

1. **Management Oriented:** It means that effort for the development of the information system should start from an appraisal of management needs and overall business objectives. A good management information system is not necessarily meant for top management only, it may also meet the information requirements of middle level or operating levels of management as well.
2. **Management directed:** Because of management orientation of MIS, it is necessary that management should actively direct the system's development efforts. Mere one time involvement is not enough. For system's effectiveness, it is necessary for management to devote their sufficient time not only at the stage of designing the system but for its review as well, to ensure that the implemented system meets the specifications of the designed system. In brief, management should be responsible for setting system specifications and it must play a key role in the subsequent trade off decisions that occur in system development.
3. **Integrated:** Development of information should be an integrated one. It means that all the functional and operational information sub-systems should be tied together into one entity. An integrated information system has the capability of generating more meaningful information to management. The word integration here means taking a comprehensive view or a complete look at the inter locking sub-systems that operate within a company.
4. **Common data flows:** It means that the use of common input, processing and output procedures and media whenever possible is desirable. Data is captured by system analysts only once and as close to its original source as possible. They, then, try to utilise a minimum of data processing procedures and sub-systems to process the data and strive to minimise the number of output documents and reports produced by the system. This eliminates duplication in data collections and documents and procedures. It also simplifies operations and produces an efficient information system. However, some duplication is necessary in order to insure effective information system.

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5. **Heavy planning element:** A management information system usually takes 3 to 5 years and sometimes even longer period to get established firmly within a company. Therefore, a heavy planning element must be present in MIS development. It means that MIS designer should keep in view future objectives and requirements of firm's information in mind. The designer must avoid the possibility of system obsolescence before the system gets into operation.

Question 2

- (a) Explain the concept of MIS in terms of its three elements. (Final Nov. 1996 & May 1998)
(b) Discuss the potential impact of computers and MIS on different levels of management. (Final May 1998 & Nov. 2003)

Answer

- (a) MIS comprises of three elements viz., management, information and system. The concept of MIS is better understood if each element of the term MIS is defined separately.

Management: A manager may be required to perform following activities in an organisation:

- (i) Determination of organisational objectives and developing plans to achieve them.
- (ii) Securing and organising human beings and physical resources so as to achieve the laid down objectives.
- (iii) Exercising adequate controls over the functions performed at the lower level.
- (iv) Monitoring the results to ensure that accomplishments are proceeding according to plans.

Thus, management comprises of the processes or activities that describe what managers do while working in their organisation. They in fact plan, organise, initiate, and control operations. In other words, management refers to a set of functions and processes designed to initiate and co-ordinate group efforts in an organised setting directed towards promotion of certain interests, preserving certain values and pursuing certain goals. It involves mobilisation, combination, allocation and utilisation of physical, human and other needed resources in a judicious manner by employing appropriate skills, approaches and techniques.

Information: Information is data that have been organised into a meaningful and useful context. It has been defined by Davis and Olson - "Information is data that has been processed into a form that is meaningful to the recipient and is of real or perceived value in current or progressive decision". For example, data regarding sales by various salesmen can be merged to provide information regarding total sales through sales personnel. This information is of vital importance to a marketing manager who is trying to plan for future sales.

Information is the substance on which business decision are based. Therefore, the quality of information determines the quality of action or decision. The management plays the part of converting the information into action through the familiar process of

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decision-making. Information has come to occupy a very important position in the survival of a business.

System: System may be defined as a composite entity consisting of a number of elements which are interdependent and interacting, operating together for the accomplishment of an objective. One can find many examples of a system. Human body is a system, consisting of various parts such as head, heart, hands, legs and so on. The various body parts are related by means of connecting networks of blood vessels and nerves. This system has a main goal which we may call "living". Thus, a system can be described by specifying its parts, the way in which they are related, and the goals which they are expected to achieve. A business is also a system where economic resources such as people, money, material, machines, etc. are transformed by various organisation processes (such as production, marketing, finance, etc.) into goods and services.

Thus, MIS can be defined as a network of information that supports management decision making. The role of MIS is to recognise information as a resource and then use it for effective and timely achievement of organisational objectives.

(b) Potential impact of computers and MIS on different levels of management

The potential impact of computers on top level management may be quite significant. An important factor which may account for this change is the fast development in the area of computer science. It is believed that in future computers would be able to provide simulation models to assist top management in planning their work activities. For example, with the help of a computer it may be possible in future to develop a financial model by using simulation technique, which will facilitate executives to test the impact of ideas and strategies formulated on future profitability and in determining the needs for funds and physical resources. By carrying sensitivity analysis with the support of computers, it may be possible to study and measure the effect of variation of individual factors to determine final results. Also, the availability of a new class of experts will facilitate effective communication with computers. Such experts may also play a useful role in the development and processing of models. In brief, potential impact of computers would be more in the area of planning and decision making.

Futurists believe that top management will realise the significance of techniques like simulation, sensitivity analysis and management science. The application of these techniques to business problems with the help of computers would generate accurate, reliable, timely and comprehensive information to top management. Such information will be quite useful for the purpose of managerial planning and decision making. Computerised MIS will also influence in the development, evaluation and implementation of a solution to a problem under decision making process.

Potential impact of Computers and MIS on middle management level will also be significant. It will bring a marked change in the process of their decision making. At this level, most of the decisions will be programmed and thus will be made by the computer, thereby drastically reducing the requirement of middle level managers. For example, in the case of inventory control system; computer will carry records of all items in respect of their purchase, issue and balance. The reorder level, reorder quantity etc. for each item

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of material will also be stored in computer after its predetermination. Under such a system, as soon as the consumption level of a particular item of material will touch reorder level, computer will inform for its purchase immediately. The futurists also foresee the computer and the erosion of middle management as the vehicles for a major shift to recentralisation. The new information technology will enable management to view an operation as a single entity whose effectiveness can only be optimised by making decisions that take into account the entity and not the individual parts.

The impact of Computers and MIS today at supervisory management level is maximum. At this level managers are responsible for routine, day-to-day decisions and activities of the organisation which do not require much judgement and discretion. In a way, supervisory manager's job is directed more towards control functions, which are highly receptive to computerisation. For control, such managers are provided with accurate, timely, comprehensive and suitable reports. A higher percentage of information requirements of executives is met out at this level.

Potential impact of Computers and MIS on supervisory level will completely revolutionise the working at this level. Most of the controls in future will be operated with the help of computers. Even the need of supervisory managers for controlling the operations will be substantially reduced. Most of the operations/activities now performed manually will be either fully or partially automated.

Question 3

Discuss the three approaches of MIS development.

(Final May 2000)

Answer

For developing MIS, three approaches are used, viz., Top down approach, Bottom up approach and Integrative approach. Each of these is described below:

- (i) **Top down approach:** The development of MIS under top down approach starts with the defining of the objectives of the organisation, the kind of business it is in, and the constraints under which it operates. The activities or functions for which information would be required are also identified. The crucial strategic and tactical decisions are also defined and the decisions necessary to operate the activities are specified. From the activities or functions and the decisions to be made, the major information requirements are ascertained.

This approach develops a model of information flow in the organization, which acts as a guide for designing the information system. By using the model of information flow, various information sub-systems may be defined. Each sub-system comprises of various modules. The selection of a module for developing system is made on the basis of the priority assigned to it.

The various sub-systems and their modules are coordinated to achieve the objective of integration. The information system so developed is viewed as a total system, which is fully integrated, rather than as a collection of loosely coordinated sub-systems.

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It is also evident from the nomenclature that top management takes the initiative in formulating major objectives, policies and plans in a comprehensive manner and communicates them down the line to middle and supervisory management levels for translating them into performance results. Managers other than those at top levels have little role in planning, they have to only concentrate on implementation and day-to-day control.

- (ii) **Bottom-up approach:** The development of information system under this approach starts from the identification of life stream systems. Life stream systems are those systems, which are essential for the day-to-day business activities. The examples of life stream systems include payroll, sales order, inventory control and purchasing etc. The development of information system for each life stream system starts after identifying its basic transactions, information file requirements and information processing programs.

After ascertaining the data/information requirements, files requirement and processing programs for each life stream system, the information system for each is developed. The next step is towards the integration of data kept in different data files of each information system. The data is integrated only after thoroughly examining various applications, files and records. The integrated data enhances the shareability and evolvability of the database. It also ensures that all programs are using uniform data. Integrated data also provides added capability for inquiry processing and ad-hoc requests for reports.

The next step under bottom up approach may be the addition of decision model and various planning models for supporting the planning activities involved in management control. Further, these models are integrated to evolve model base. The models in the model base facilitate and support higher management activities. They are useful for analysing different factors, to understand difficult situations and to formulate alternative strategies and options to deal them.

- (iii) **Integrative approach:** This approach can overcome the limitations of the above two approaches when used objectively. Integrative approach permits managers at all levels to influence the design. Top management identifies the structure and design of MIS suitable to the concern. This design is further presented to lower level managers for their views and modifications. The managers at the lower level are permitted to suggest changes, additions, or deletions and return the design with their suggestions to the top level for approval. The revised design is drawn and evaluated by the top level and sent down again in a modified form for further consideration if required. This evaluation modification and approval process continues until a final design is achieved, that is suitable for all levels.

Question 4

Discuss the various factors on which the information requirements of executives depend.

(Final May 1997, Nov. 1998 & May 2001)

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Answer

The factors on which information requirements of executives depend are discussed below:

1. **Operational function:** The grouping or clustering of several functional units on the basis of related activities into a sub-system is termed as a operational function. For example, in a business enterprise, marketing is an operational function, as it is the clustering of several functional units like market research, advertising, sales analysis and so on. Likewise, production finance, personnel etc. can all be considered as operational functions. Information requirement depends upon operational function. The information requirements of different operational functions vary not only in content but also in characteristics. In fact, the content of information depends upon the activities performed under an operational function. For example, in the case of production, the information required may be about the production targets to be achieved, resources available and so on. Whereas in the case of marketing function, the content of information may be about the consumer behaviour, new product impact in the market etc.

The characteristics which must be possessed by particular information too are influenced by an operational function. For example, the information required by accounts department for preparing payroll of the employees should be highly accurate.

2. **Type of decision making:** Organizational decisions can be categorized as programmed and non-programmed ones.

Programmed decisions: Decisions which are of repetitive and routine nature are known as programmed decisions, for example, preparation of payroll and disbursement of pay through bank account, for taking such decisions, guidelines and rules required are provided in the form of a procedure manual.

Non-programmed decisions: Decisions which are unstructured, involve high consequence, complex or a major commitment are known as non-programmed decisions, for example, new product line; capital budgeting etc. Non-programmed decision making has no pre-established decision procedure. Also, it is difficult to completely specify the information requirements for taking these decisions.

3. **Level of management activity:** Different levels of management activities in management planning and control hierarchy are –Strategic level, tactical level and operational level.

Strategic Level: Strategic level management is concerned with developing of organizational missions, objectives and strategies. These three components are part of strategic plan and are output of the strategic planning process. Through strategies, top management tries to relate a company with its environment. It is essentially decisions regarding what products to produce and market. Based on strategic decisions, resources will be allocated to the various divisions and units in the organisation.

Tactical Level: Tactical level lies in middle of managerial hierarchy. At this level managers plan, organize, lead, and control the activities of other managers. They coordinate the activities of a sub-unit, for example marketing. They also ensure that

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resources are obtained and used efficiently in the accomplishment of the organizational objectives.

Supervisory Level: This is lowest level in managerial hierarchy. The managers at this level coordinate the work of others who are not themselves managers. They ensure that specific tasks are carried out effectively and efficiently.

At strategic level, information is required on the trends in the external environment (economic, technological, political and social) and on the functioning of the internal organizational sub-systems. The nature of information required at tactical level is less diverse and complex. Much of the information required is internal in nature. Supervisory level managers mostly need internal information on operational aspects of the functioning of activity units.

Question 5

Explain three broad categories of the planning information requirements of executives.

(Final May 2004)

Answer

The planning information requirements of executives can be categorised into three broad categories:

(i) **Environment information:** It comprises of the following:

Government policies: Information about concessions/benefits, government policies in respect of tax concessions or any other aspects, which may be useful to the organisation in the future period.

Factors of production : Information related with source, cost, location, availability, accessibility and productivity of the major factors of production viz., (i) labour, (ii) materials and parts and (iii) capital.

Technological environment : Forecast of any technological changes in the industry and the probable effect of it on the firm.

Economic trends : It includes information relating to economic indicators like consumer disposal income, employment, productivity, capital investment etc. Such information is valuable for those firms specially whose output is a function of these important variables.

(ii) **Competitive information** : It includes the following information.

Industry demand : Demand forecast of the industry in respect of the product manufactured and in the area in which the firm would be operating.

Firm demand : Assessment of the firm's product demand in the specified market. It also includes an assessment of firm's capability to meet firm's demand.

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The competitive data : Data of competing firms for forecasting demand and making decisions and plans to achieve the forecast.

- (iii) **Internal information** : It usually includes information concerning organisations' (a) sales forecast, (b) financial plan/budget, (c) supply factors, and (d) policies, which are vital for subsidiary planning at all levels in the organisation.

Question 6

Discuss various constraints that come in the way of operating an effective M.I.S. How these constraints could be avoided?
(Nov. 1998 & May 2002)

Answer

Following constraints come in the way of operating an effective MIS:

- 1. Non availability of qualified staff:** The most important requirement for operating an effective MIS is that of qualified system and management staff. These officers should understand the views of their fellow officers. Moreover, experts should be capable of understanding the objectives of the organization and provide a desired direction for installing and operating system. This problem may be overcome by grooming internal staff. The grooming of staff should be preceded by proper selection and training.
- 2. Selection of Sub system of MIS:** Experts usually face the problem of selecting the sub system of MIS to be installed and operated upon.
This constraint could be overcome by identifying the need and importance of the function for which MIS can be installed first.
- 3. Non Cooperation from staff:** This is a very crucial problem. It should be handled carefully and tactfully. This problem may be solved by educating the staff about the utility of MIS. The task should be carried out by organizing lectures, showing films and explaining the utility of the system. Besides this, some persons from staff should also be involved in the development and implementation of the system.
- 4. High turnover of MIS experts:** High turnover is on account of several factors such as pay packet, promotion chances, future prospects, behaviour of top managers etc.
This problem can be handled by creating the better working conditions and paying at least at par with similar *organizations*.
- 5. Non-standardised approach:** Due to varied objectives of the business organizations, the approach adopted by experts for designing and implementing MIS is a non standardized one. Though in this regard, nothing can be done at the initial stage, but by and by standardization may be arrived at, for the organizations in the same industry.
- 6. Difficulty in qualifying the benefits of MIS:** Due to the difficulties in quantifying the benefits of MIS, the justification of the cost involved is difficult. Therefore, this raises the questions by departmental managers about the utility of MIS. They forget that MIS is a tool which is essential to fight out competition and the state of uncertainty that surrounds business today.

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This constraint can be resolved by educating the top managers and telling them about the advantages of MIS. Moreover, the example from similar industries could be brought to the notice of top executives which are having better profits.

Question 7

Differentiate among Strategic, Tactical and Operational categories of Information required for different levels of Managerial decision-making.
(Final Nov. 2002)

Answer

Strategic-level information systems help senior management to tackle and address strategic issues and long-term trends, both within the firm and external environment. Their principal concern is matching changes in the external environment with existing organisational capability - What will be the cost-trends, where will our firm fit in, what products should be made etc ? In other words, these systems are designed to provide top-management with information that assists them in making long -range planning decisions for the organization.

Tactical-level information systems serve middle level managers and help in taking decisions for a period of 2-3 years. The managers are typically concerned with planning, controlling and use summaries of transactions to aid their decision- making. In other words, these systems provide middle-level managers with the information they need to monitor and control operations and to allocate resources more effectively. In tactical systems, transactions data are summarized, aggregated, or analysed. Their purpose is not to support the execution of operational tasks but to help the manager control these operations.

Operational-level information systems are typically transaction processing systems and help in the operational level managers to keep track of elementary activities and transactions of the organisations such as sales, receipts, cash deposits, flow of materials etc. Their purpose is to answer routine questions and to track flow of transactions. Thus, the primary concern of these systems is to collect, validate, and record transactional data describing the acquisition or disbursement of corporate resources.

Thus, each type of information system serves the requirements of a particular level in the organisation, providing the needed basis for decision making.

Question 8

Discuss the effect of applying computer technology to Management Information System.

(Final Nov. 1996 & May 2003)

Answer

The effects of applying computer technology to Information System are as discussed below:

- (i) **Speed of processing and retrieval of data increases:** Modern business situations invariably call for systems capable of providing relevant information with minimal loss of time. Manual system, howsoever well organized, often fails to match the demand

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for information for decision-making. Computer with its unbelievably fast computational capability and systematic storage of information with random access facility has emerged as an answer to the problems faced in modern days management. The speed of computer processing is in new range i.e. an operation takes only billionths of a second. This characteristic of computer has accounted for as a major factor in inducing MIS development.

- (ii) **Scope of use of information system has expanded:** The importance and utility of information systems was realized by most of the business organizations after the induction of computers for MIS development. System experts in business organizations developed areas and functions, where computerized MIS could be used to improve the working of the concern. These types of applications are not feasible under the manual system. For example, online systems can provide information to various users sitting at a remote distance from a centrally located computer system.
- (iii) **Scope of analysis widened :** The use of computer can provide multiple type of information accurately and in no time to decision makers. Such information equips an executive to carry out a thorough analysis of the problems and to arrive at the final decision. Computer is capable of providing various types of sales reports, which are useful in analyzing the sales department working and to ascertain their weakness so that adequate measures may be taken in time.
- (iv) **Complexity of system design and operation increased :** After the inclusion of computer for MIS development, system experts faced problems in designing system and their operations because of the non availability of experts in the initial stage. But in the present situation, the computer manufacturers have developed some important programs (software) to help their users. Also, private agencies are there to develop programs to cater to the specified needs of their customers either on consultancy basis or on contract.
- (v) **Integrates the working of different information subsystem :** There are number of subsystems like production, material, marketing, finance, engineering and personnel which constitute MIS. Each of these sub systems are required to provide information to support operational control, management control and strategic planning. Such information may be available from a common data base which meets the information requirements of different information sub system by utilizing the services of computers for storage, processing, analyzing and providing such information as and when required.
- (vi) **Increases the effectiveness of Information Systems :** Before the existence of computer technology, it was difficult to provide the relevant information to business executives in time even after incurring huge expenses. The use of computer technology has

overcome this problem, by providing timely, accurate and desired information for the purpose of decision-making.

- (vii) **More comprehensive information:** The use of computer for MIS enabled system expert to provide more comprehensive information to executives on business matters.

Question 9

- (i) *Describe briefly three levels of Management.*
- (ii) *Mention at least two pieces of information-one internal and one external- required at every one of the levels of Management.* *(Final Nov. 2003)*

Answer

- (i) Three levels of management are briefly discussed below:

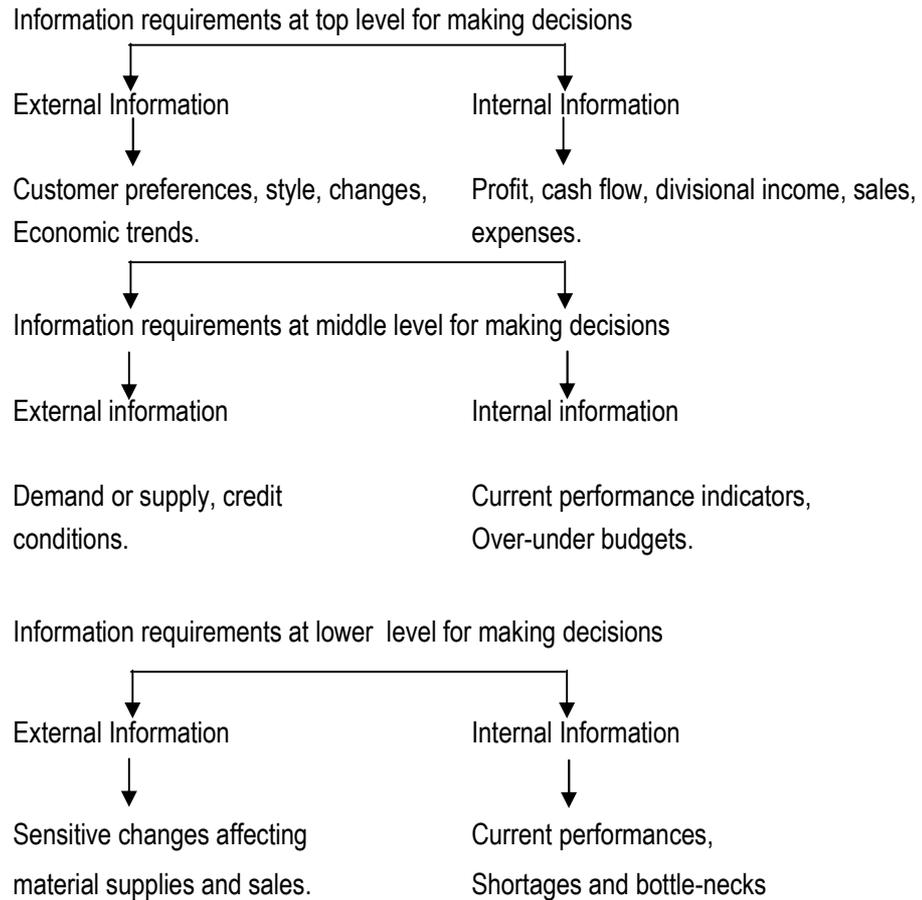
Strategic level: Strategic level is defined as a set of management positions that is concerned with developing of organisational missions, objectives and strategies, directing and managing the organization in an integrated manner. Decisions made at this level of organization to handle problems critical to the survival and success of the organization are called strategic decisions. Strategic level also establishes a budget framework under which the various departments will operate.

Tactical decisions: This level lies in the middle of managerial hierarchy. At this level, managers plan, organize, lead and control the activities of other managers. Decisions made at this level, called the tactical decisions, are made to implement strategic decisions. Tactical decisions are relatively short, step-like spot solutions to breakdown strategic decisions into implementable packages.

Supervisory level: This is the lowest level in managerial hierarchy. The managers at this level coordinate the work of others who are not themselves managers. At supervisory level, managers are responsible for routine, day-to-day decisions and activities of the organisation which do not require much judgment and discretion. They ensure that specific tasks are carried out effectively and efficiently.

- (ii) **Two pieces of information** - one internal and one external - required at every one of the levels of management are stated on next page:

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(In the answer, we have stated sample pieces of information, both internal and external, at each level of management. There can be many different types of information requirements).

Question 10

Describe the main pre-requisites of a Management Information System, which makes it an effective tool. (Final Nov. 2003, May 2005)

Answer

Pre-requisites of an MIS – The following are pre-requisites of an effective MIS:

- (i) **Database** – It is a superfile which consolidates data records formerly stored in many data files. The data in database is organised in such a way that access to the data is improved and redundancy is reduced. Normally, the database is subdivided into major information sub-sets needed to run. The database should be user-oriented, capable of being used as a common data source, available to authorized persons only and should be controlled by a separate authority such as DBMS. Such a database is capable of

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meeting information requirements of its executives, which is necessary for planning, organising and controlling the operations of the business.

- (ii) **Qualified System and Management Staff** - MIS should be manned by qualified officers. These officers who are experts in the field should understand clearly the views of their fellow officers. The organizational management base should comprise of two categories of officers (i) System and Computer experts and (ii) Management experts. Management experts should clearly understand the concepts and operations of a computer. Their whole hearted support and cooperation will help in making MIS an effective one.
- (iii) **Support of Top Management** - An MIS becomes effective only if it receives the full support of top management. To gain the support of top management, the officer should place before them all the supporting facts and state clearly the benefits which will accrue from it to the concern. This step will certainly enlighten the management and will change their attitude towards MIS.
- (iv) **Control and Maintenance of MIS** – Control of the MIS means the operation of the system as it was designed to operate. Sometimes users develop their own procedures or shortcut methods to use the system, which reduces its effectiveness. To check such habits of users, the management at each level in the organisation should device checks for the information system control.

Maintenance is closely related to control. There are times when the need for improvements to the system will be discovered. Formal methods for changing and documenting changes must be provided.

- (v) **Evaluation of MIS** – An effective MIS should be capable of meeting the information requirements of its executives in future as well. The capability can be maintained by evaluating the MIS and taking appropriate timely action. The evaluation of MIS should take into account the following points:
 - Examining the flexibility to cope with future requirements ;
 - Ascertaining the view of the users and designers about the capabilities and deficiencies of the system ;
 - Guiding the appropriate authority about the steps to be taken to maintain effectiveness of MIS.

Question 11

Discuss the limitations of the Management Information system.

(Final May, 2006)

Answer

Limitations of the Management Information System :

- (i) MIS is not a substitute for effective management. It cannot replace managerial judgement in making decisions in different functional areas.
- (ii) MIS may not have requisite flexibility to quickly update itself with changing needs of time.

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- (iii) MIS cannot provide tailor-made information packages suitable for the purpose of every type of decision made by executives.
- (iv) MIS takes into account mainly quantitative factors, thus it ignores the non-quantitative factors like morale and attitude of members of the organization.
- (v) MIS is less useful for making non-programmed decisions.
- (vi) The effectiveness of MIS decreases due to frequent changes in top managements, organisational structure and operational team.
- (vii) MIS effectiveness is reduced where culture of hoarding information and not sharing with others exists.

The quality of the outputs of MIS is basically governed by the quality of input and processes.

Question 12

What do you mean by Information? Describe the important characteristics of information, which makes it useful to the organization. (Final May 2006)

Answer

Information: Information is data that has been processed into a form that is meaningful to the recipient and is of real or perceived value in current or progressive decision. The term data and information are often used interchangeably. However, the relation of data to information is that of raw material to finished product.

Characteristics of Information: The important characteristics of useful and effective information are as follows:

- (i) **Timeliness:** Timeliness refers to when user needs information. Some information is required on regular, periodic basis – perhaps daily, weekly, monthly or quarterly, while much other information is generated on the request of the manager. Usually as we proceed from lower level to higher level of management, the time interval necessary for providing decisions impelling information on a routine or on exception basis increases at strategic level.
- (ii) **Purpose:** Information must have purposes at the time it is transmitted to a person or machine, otherwise it is simple data. Information communicated to people has a variety of purposes because of the variety of activities performed by them in business organisations. The basic purpose of information is to inform, evaluate, persuade and organize. It helps in creating new concepts, identifying problems, solving problems, decision making, planning and controlling.
- (iii) **Mode and Format:** The mode of communicating information in business are either visual, verbal or in written form. Format of information should be so designed that it assists in decision-making, solving problems, planning, controlling and searching. Therefore, all the statistical rules of compiling statistical tables and presenting information by means of diagram, graph, curves etc. should be considered. The reports should be preferably supplied on an exception basis to save the manager from an

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