SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (BUSINESS ECONOMICS) FOR THE EXAMINATION OF 2015-17

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

SCHEME OF EXAMINATION FOR MBA (BUSINESS ECONOMICS)

FIRST SEMESTER - BUSINESS ECONOMICS

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<thead>
<tr>
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<th>CREDITS</th>
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<td>MBABE-1001</td>
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<td>4</td>
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<tr>
<td>MBABE-1002</td>
<td>MANAGERIAL ECONOMICS</td>
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<tr>
<td>MBABE-1003</td>
<td>ACCOUNTING FOR MANAGEMENT</td>
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<td>MBABE-1004</td>
<td>BUSINESS STATISTICS</td>
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<td>MBABE-1005</td>
<td>ORGANIZATIONAL BEHAVIOUR</td>
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<tr>
<td>MBABE-1006</td>
<td>LEGAL AND ETHICAL ASPECTS OF BUSINESS</td>
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<tr>
<td>MBABE-1007</td>
<td>WORKSHOP ON INFORMATION TECHNOLOGY AND SYSTEMS</td>
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<td>MBABE-1008</td>
<td>WORKSHOP ON SOFT SKILLS</td>
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SECOND SEMESTER - BUSINESS ECONOMICS

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<td>MBABE-2002</td>
<td>FINANCIAL MANAGEMENT</td>
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<td>MBABE-2003</td>
<td>PRINCIPLES OF MARKETING</td>
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<td>MBABE-2004</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<td>WORKSHOP ON MANAGEMENT INFORMATION SYSTEMS</td>
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<td>MBABE-2006</td>
<td>SEMINAR ON RESEARCH METHODOLOGY</td>
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<tr>
<td>MBABE-2007</td>
<td>STRUCTURE, CONDUCT AND PERFORMANCE OF INDUSTRIES</td>
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<td>MBABE-2008</td>
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<td>MBABE-2009</td>
<td>SUMMER TRAINING AND VIVA-VOCE*</td>
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<td>MBABE-2010</td>
<td>COMPREHENSIVE VIVA-VOCE**</td>
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**Note:** The student has to opt for ONE of the Specialization Groups offered. Further, the student has to study FOUR papers of the Group selected.

*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.
**Objectives:** The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

**SECTION - A**

**Management:** Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

**SECTION - B**


**Schools of Management:** Scientific Management, Human Behaviour, Mathematical School, Systems Approach of Management.

**SECTION - C**

**Planning:** Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies.

**Decision-Making:** Importance and steps in Decision Making, Decision making under certainty-programmed decisions, decision-making under uncertainty, non-programmed decisions, decision tree, group aided decisions, Brain storming.

**Organizing:** Concept of organization, process of organizing, bases of departmentation, Authority & Power, Line & Staff relationships Delegation-authority, responsibility, accountability, Steps to make delegation effective Decentralization-purpose and types of decentralization, Span of Management.

**SECTION - D**

**Coordination:** Need, factors which make coordination difficult, techniques to ensure effective coordination.

**Control:** planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

**Suggested Readings:**

Objectives: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. The participants is expected to gain understanding of how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

SECTION – A
Introduction to Managerial Economics: Nature, Scope and Importance of Managerial Economics.
Basic Concepts in decision making: Opportunity cost principle, incremental principle, time element in decision making.
Distinction between micro and macroeconomics.

SECTION – B
Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand.
Elasticity of Demand: Concept, Types, Measurement and importance.
Demand Forecasting: Sources of Data Forecasting-Expert Opinions, Surveys and Market Experiments, Time Series Analysis-Trend Projection, Barometric Forecasting, Leading Indicators, Composite and diffusion Indices.

SECTION – C
Production Function: Concept, types: Cobb Douglas and CES Production Function, Returns to Factor and Returns to Scale.
Cost concepts and Analysis: Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis.
Revenue Curves: Concept and Types.

SECTION – D
Imperfect Competition: Monopolistic Competition – Price output determination in short and long run, Product variation and selling expenses behavior, Oligopoly – Characteristics, Price Rigidity, Interdependence, the Cournot Model, Cartels and Collision, Price leadership, Behavioural theory of the firm, Managerial Theory of the firm.

Suggested Readings:
1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
3. V. Panduranga Rao: Microeconomics-IBS Publication
6. K.K. Dewett: Modern Economic Theory, Sultan Chand and Sons
7. Mote, Paul Gupta: Managerial Economics, Vikas Publisher
8. A. Koutsoyiannis: Modern Microeconomics, McMillan
9. R.L. Varshney and K. L. Maheshwari: Managerial Economics, Sultan Chand and Sons
Objectives: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION – A

Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Policies (GAAP), Accounting Standards.

Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting, Accounting Equation, Accounting Structure, Types of Accounts.


SECTION – B


Tools of financial analysis: Ratio analysis, Common size statements, Trend analysis, Fund flow and cash flow statement.

SECTION – C

Cost Accounting: Meaning, scope and classification of costs, Absorption costing, Marginal costing and break even analysis, Use of cost data in managerial decision making.

Cost Control Techniques: Preparation of budgets and their control, Zero base budgeting, Standard costing and variance analysis, Responsibility Accounting, Target costing, Kaizen costing, Activity based costing.

Responsibility Accounting: Meaning, Steps involved in Responsibility Accounting, Responsibility Centre, Advantages of Responsibility Accounting.

SECTION – D

Price Level Accounting: Meaning, Methods or Techniques of Price Level Accounting, Advantages, Disadvantages,

Social Accounting: Concept of Social Cost Benefit Analysis, Meaning of Social Accounting, Need, Social Accounting Approaches.

Human Resource Accounting: Meaning, Need, Methods of Human Resource Accounting, Objections Against Human Resource Accounting, HRA in India.

Suggested Readings:
Objectives: The objective of the course is to equip the students with techniques for data analysis. The participants are expected to use statistical analysis as a fundamental method of quantitative reasoning for managerial decision making.

SECTION - A
Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.
Index Numbers: Definition and Methods of Construction of Index Numbers, Tests of Consistency, Base shifting, Splicing and Deflation, Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

SECTION - B
Theoretical Distributions: Binomial, Poisson and Normal Distribution.

SECTION - C
Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.
Theory of Estimation: Point and Interval Estimation, Construction of Confidence Limits for Mean.
Testing of Hypothesis: Large Sample Tests, Small Sample Test (t-test: single sample mean and difference of means tests, F test-Variance Ratio test, Z test-single proportion, difference of proportions, single sample mean and Difference of Means), \( \chi^2 \) (chi square) test: Independence of Attributes, Goodness of Fit and Test of Homogeneity.

SECTION - D
Correlation Analysis: Rank Method and Karl Pearson’s Coefficient of Correlation and Properties of Correlation.
Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Suggested Readings:
3. Levin & Kapoor: Statistics For Management, Prentice Hall India
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
8. S.P. Gupta: Statistical Methods, Sultan Chand and Sons.
Objective: The objective of studying Organizational Behaviour (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

SECTION – A

Introduction to OB: Contributing fields to OB, OB in the context of globalization.

Learning and Behavior Management: Biographical characteristic, ability, job fit, learning theories, process of behavior modification.

Values, Attitudes and Job Satisfaction: The Nature and Dimensions of Attitudes, Components of Attitude, Sources and types, Cognitive dissonance theory, Values, Job satisfaction.


SECTION – B

Personality: The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence.

Motivation: Meaning of Motivation, Primary, General Motives and Secondary Motives, Motivation and Productivity, Content and process theories of Motivation.


Communication: Role of Communication, Objectives, Barriers to Effective Communication, Communication Processes, Types of communication, Interactive Communication in Organizations.

SECTION – C

Leadership: Understanding Leadership, Leadership Theories - Trait Theories, Behavioral Theories, Contingency Theories, Leadership Styles - Level 5 leadership, Transactional and Transformational Leadership.


Conflict & Collaboration: Sources of Conflict, Types of conflict, Process of Conflict, Individual, Interpersonal, group level conflict, Organizational Conflict, Approaches to Conflict Management.

SECTION – D

Stress Management: Concept of stress, Sources of stress, Effects of stress on humans, Management of Stress.

Management of Change: Importance, Forces responsible for change, Resistance to change, Overcoming resistance to change, Introduction of change in the organization, Organizational Development as a tool for introduction of change.

Organizational Design: Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture, Organizational Effectiveness.

Suggested Readings:
3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
Paper Code: MBABE-1006   LEGAL AND ETHICAL ASPECTS OF BUSINESS   Credit = 4
Marks = 100

Objectives: The objective of the paper is to create Legal Awareness, to give exposure to various laws and acts which have impact on business and industry, to give inputs relating to procedure of starting a new company. The paper also aims to make the students understand the concept of Ethics and its role in business life for corporate growth.

SECTION – A


SECTION – B


SECTION – C

Business Ethics: Definition, Concepts and Rationale underlying Business Ethics, Ethical Theories in relation to Business, Ethical Dilemmas, Sources and their resolution, Ethical Decision making in business.

SECTION – D

Changing dimensions of Ethics in relation to liberalization and globalization, Creating and Sustaining an Ethical Organization, Corporate Ethics and responsibility towards stakeholders, Environmental Protection, Ethics in Functional Areas of Management.

Suggested Readings:
1. A.C. Fernando : Business Ethics, An Indian Perspective, Pearson Education.
2. S. Rinku and P. Khanna: Ethics and Values in Business Management, Ane Books India
3. B.S. Moshal: Business & Industrial Law, Ane Books
Objectives: This course aims at understanding basics of Information Technology. The participants are expected to develop proficiency in the use of personal computers.

SECTION – A


SECTION – B

MS Word: Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes , Mail Merge Tool.

SECTION – C

MS Excel: Spreadsheets and their uses in business, Excel basics, Rearranging. Worksheets, Excel formatting techniques, using formulas and functions.

Data Structures and Descriptive Statistics: Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions, The Analysis ToolPack, Frequency Distributions, Charts, Graphs, and Tables, Pivot Tables and Charts, One-Sample $t$-Test, One-Way Between-Groups ANOVA, Correlation and Regression, Chi-Square Tests

SECTION – D


Computer Security: Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies

Suggested Readings:
Objective: To encourage the all round development of the participants by focusing on soft skills and to make them aware about the importance, role and the content of soft skills through instruction, knowledge acquisition and practice.

SECTION – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

Presentations, Book Reviews and Summaries

SECTION – B


Listening Skills: Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface.

Team Assignment: Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/ Group Dynamics, Team Assignment.

SECTION – C

Stress Management: Symptoms of Stress, Coping Approaches.

Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

SECTION – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Suggested Readings:
2. Poe & Fruchling: Basic Communication, AITBS.
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books.
**Objectives:** The objective of the subject is to provide an insight to the participants about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another aim is to help identify economic trends and business currents that affect individual firms and the wider industry.

**SECTION – A**


**SECTION – B**


**SECTION – C**

**Economic Policies in India:** Monetary Policy as an instrument of growth, Fiscal Policy and Indian business, Industrial Policy and Industrial Licensing in India, EXIM Policy, MRTP Act, FERA and FEMA.

**SECTION – D**

**International Economic Environment:** Globalization - concept and emergence of globalization, Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India, Devaluation of Rupee.

**Suggested Readings:**
1. Ruddar Datt & K.P.M. Sundaram: Indian Economy, Sultan Chand and Sons.
**Objectives:** The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

**SECTION - A**

**Introduction to Financial Management:** Meaning, Scope, Finance Function, Financial Goals, Agency Problem, Relationship of Finance with Accounts and Economics.

**Sources of Finance:** Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

**Cost of Capital:** Meaning, Calculation of Cost of Debt Capital, Equity Capital, Preference Capital, Retained Earnings, Weighted Average Cost of Capital.

**SECTION - B**

**Capital Structure:** Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis, Capital Structure and Taxation.

**Leverage Analysis:** Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.


**SECTION - C**

**Cash Management:** Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance, Short-Term and Long-Term Cash Forecasting.

**Receivable Management:** Meaning, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable.

**Inventory Management:** Meaning, Need to hold Inventory, Objective of Inventory Management, Inventory Investment Analysis, Inventory Control System.

**SECTION - D**


**Dividend Decisions:** Meaning and Types of Dividend, Issues in Dividend Policy, Traditional Model, Walter Model, Gordon Model, Miller and Modigliani Model, Bonus Shares and Stock Splits.

**Corporate Restructuring:** Meaning and forms of corporate restructuring, merger and amalgamation, takeover and acquisition, types or forms of mergers and takeovers, their benefits and motives.

**Suggested Readings:**
Objectives: The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

SECTION – A
Introduction to Marketing: Definition, Scope and Importance of Marketing, Key Customer Markets, Concepts/Philosophies of Marketing, Holistic Marketing Concept, Marketing Tasks, Marketing Mix

SECTION – B

SECTION – C
Pricing Strategies: Understanding Pricing, Setting the Price, Initiating and Responding to Price Changes, Reactions to Competitor’s Price Changes.

SECTION – D
Marketing Channels: Marketing Channels, Role of Marketing Channels, Identifying Major Channel Alternatives, Types of Intermediaries, Channel-Management Decisions, Retailing, Wholesaling.
Marketing Communication: The Role of Marketing Communications, Communications Mix-Advertising, Sales Promotion, Public Relations and Publicity, Events and Experiences, Direct and Interactive Marketing, Personal Selling.

Suggested Readings:
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
Objectives: The objective of the paper is to make participants aware of the various functions and importance of the Human Resource department in an organization. It is concerned with managing the human resources, whereby the underlying objective is to attract, retain, and motivate the human resources in an organization, which is a challenging and daunting task.

SECTION – A

Introduction to HRM: Meaning, Function, Scope of HRM, Importance of HRM, HRM and HRD a comparative analysis, Line vs. staff authority, Challenges of Human Resource Management.


Human Resource Planning (HRP): Definition, Need and Importance of HRP, Process of HRP, Levels of HRP, Forecasting Demand for employees, Forecasting supply for employees.

SECTION – B

Recruitment: Definition and concept of Recruitment, Factors Affecting Recruitment, Sources of recruitment, Internal and External.


Managing Careers: Concept, Career stages, Career Anchors, Career Development Cycle, Benefits of career planning to individual as well as organization, Internal mobility- promotions, demotions, transfers, Separation and Succession planning.

Employee Training and Management Development: Importance and objectives, Distinction between Training and Development, Methods of training and development, Training need analysis, Evaluation of Training.

SECTION – C


SECTION – D


Quality of Work Life: The Concept of Quality of Work Life (QWL), Strategies for Improving QWL, Family integration processes.

Suggested Readings:
1. V.S.P. Rao: Resources Management, Excel Publishing
Objectives: This course offers an understanding of basics of Information Systems. It has been designed to acquaint the participants about the evolution of computer-based information systems, basic computer software, types of information systems that are needed to support the various levels of a business enterprise and how IT is helpful in Business.

SECTION – A


SECTION – B

Microsoft Access: Creating and opening database, Importing data, Tables, keys, Field names, Data types, Relationships, Normalization, Basic Queries Using QBE, ampersand (&) operator, Forms and Subforms, adding bound text boxes, Linking the main form and subform.

Combo Box Controls, aggregate function, hiding the text box, Parameter Queries: Dynamic queries, parameter queries, using parameters to generate prompts, Values on forms as parameters, Action Queries.

SECTION – C


SECTION – D


Suggested Readings:
Objectives: The main objective of this course is to help understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing business research skills, so as to facilitate managerial decision making.

SECTION – A
Introduction: Meaning, Features, Objectives/Motives & types of Research, Defining the Research problem, Research Process, Significance of Research in Managerial decision making.

SECTION – B
Data Collection: Sources of Data-Primary/Secondary Methods of collecting data, direct personal interview, indirect oral interview, information through local agencies, mailed questionnaire method, schedule sent through enumerators, questionnaire and its designing and characteristics of a good questionnaire.
Sampling Design: Meaning and need of Sampling and review of Sampling Methods.
Measurement and Scaling Techniques.
Formulation of Hypothesis.

SECTION – C
Data Analysis & Interpretation: Introduction to Multivariate analysis- Multiple and partial correlation, multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results. Analysis of Variance (ANOVA)-One way and Two way ANOVA.

SECTION – D
Report writing: Style/format, contents and essential steps for report writing,
Role of Computer in Research.

Suggested Readings:
1. K.N. Krishnaswamy, Appa Lyer Siva Kumar, M. Mathirajan: Management Research Methodology, Pearson Education.
2. Ranjit Kumar: Research Methodology, Pearson Education.
3. Donald R. Cooper and Pamela S. Schindler: Business Research Methods, Tata McGraw Hill
5. R. Panmerselvam: Research Methodology, Prentice Hall India.
7. William G. Zikmund: Business Research Methods, Thomson South Western Publication
Objective: The paper aims to familiarize the participants with the structure, conduct, Market Performance of Industrial Enterprises. The participants are expected to understand impact of Public Policy on Conduct and Performance of Modern corporate firms.

SECTION – A

SECTION – B
Market Structure of an Industry: Concept, measurement and determinants of Sellers Concentration; Concept of Countervailing Power and Buyerâ€™s Concentration; Barriers to Entry; Stochastic Determinants of Market Structure. Government Policies and Market Structure. Sellerâ€™s Concentration and Market Power. Firms Structure and determinants of Firmâ€™s Market Power : Market Share, Vertical Integration; Diversification; Mergers; Multi-plant operations; Product Differentiation and advertisement.

SECTION – C

SECTION – D

References:
**Objectives:** Application of economic theory needs a reasonable understanding of economic relationships and relevant statistical methods. The econometric theory thus becomes a very powerful tool for understanding of applied economic relationships and for meaningful research in economics. This paper accordingly is devoted to equip the students with basic theory of econometrics and relevant applications of the methods. The topics covered in the course include various problems faced in estimation of both single equations and simultaneous equation models.

**SECTION – A**
Nature & Types of Econometrics, Methodology Followed & Type of Data Used in Econometric Models. Estimation of the Two Valuable and Multiple Regression Models; BLUE Properties and Testing of Hypothesis. Dummy Variables and Their Uses as Independent Variables

**SECTION – B**

**SECTION – C**
Distributed Lag and Autoregressive Models

**SECTION – D**
Testing Causality in Economics: Granger and Causality Tests.


**References:**