

# ANDHRA UNIVERSITY

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All Official letters, packages  
etc, should be addressed to  
the Registrar by designation  
and not by name

No. LI (1)/UG Courses/B.A./Syllabus & MQP/IRPM/2021.

Visakhapatnam,  
Dt: 19-07-2021.

**From: THE REGISTRAR**

To

The Principals of the  
All Affiliated Colleges (U.G.),  
Courses (B.A., B.Com., B.Sc., B.B.A.)

Sir/Madam,

Sub : Approval of Syllabus & Model Question Papers of B.A. Degree Course  
(with Industrial Relations and Personnel Management, Psychology  
and Social Work) w.e.f. 2020-21- Requesting - Reg.

Ref : 1. Letter dt. 06-07-2021 received from Dr. S.V.H. Rajendra,  
Correspondent, Sri Balaji Parishad Degree College, Visakhapatnam.

2. Letter No. C-II (4)/UG/temp. Affil/2019-20, Dt. 26-05-2020 vide  
Proceedings of the Vice-Chancellor, College Development Council,  
Andhra University.

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I am by direction to inform that the Principals of the affiliated colleges to strictly adhere to the APSCHE guidelines for the revised Choice Based Credit System, Approval of Syllabus & Model Question Papers of B.A. Degree Courses Industrial Relations and Personnel Management, w.e.f. 2020-21 academic year (CBCS) (with Industrial Relations & Personnel Management, Psychology and Social Work) placed in A.U. website.

Thanking you,

Yours faithfully,

(B. RAMACHANDER)  
DEPUTY REGISTRAR (ACADEMIC)

**Copies to:**

1. The Dean of Academic Affairs, A.U., VSP.
2. The Dean, U.G. & P.G, Professional Courses, A.U., Vsp.
3. The Dean, CDC, A.U., Vsp.
4. The Dean, Confidential, A.U., Vsp.
5. The Controller of Examinations, A.U., Vsp.
6. The Principal, Sri Balaji Vidya Parishad Degree College, Visakhapatnam.
7. The Secretary to V.C., Rector Table, P.A. to Registrar, A.U., Vsp.
8. The Director, Computer Centre, A.U., Vsp.
9. O.C. & O.O.F.

**ANDHRA UNIVERSITY**  
**B.A DEGREE COURSE IN IRPM**  
**(Industrial Relations and Personnel Management)**  
**I SEMESTER**  
**SEMESTER SYSTEM WITH CBCS**  
**(Effective from the Academic Year 2020-21)**

**SYLLABUS**

**Semester I – Core I – IRPM - I**

**Objective:** to enlighten the students with the Concepts and Practical applications of Industrial Relations.

**Unit – I:** Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations.

**Unit—II:** Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation.

**Unit – III:** Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline.

**Unit-IV:** Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry Measures for dealing with Indiscipline.

**Unit – V:** Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers' Participation in Management in India.

**Reference Books:**

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.
5. Ratna Sen, "Industrial Relations in India", Macmillan India Ltd. New Delhi.

10/11/20  
MURUGA, MURUGA, MURUGA

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**ANDHRA UNIVERSITY**  
**B.A DEGREE COURSE IN IRPM**  
**SEMESTER SYSTEM WITH CBCS**  
**(Effective from the academic year 2020-2021)**

**BA – I Semester**

**IRPM Model Question Paper**

**Subject : IRPM**

**Time : 3 Hrs**

**Max. Marks : 75**

**INDUSTRIAL RELATIONS**

**PART – A**

**Answer any Five Questions**

**5 x 5 = 25**

1. What do you mean by industrial relations.
2. Industrial Disputes.
3. What are trade unions.
4. What is conciliation board.
5. Harmonious Relations.
6. Code of Discipline.
7. Grievances.
8. Collective Bargaining.

**Part-B**

**Answer the following questions**

**5 x 10 = 50**

9. Emphasize the significance of industrial relations and elaborate the IR problems in the public sector.  
Or  
What are the Causes and Consequences of Industrial Disputes.
10. What is the importance of trade unions in the Context of Liberalisation.  
Or  
Examine the growth of trade unions in the recent past.
11. Explain the causes for industrial disputes and examine its impact on industrial relations.  
Or  
Explain the duties and powers of conciliation officers, works committee and boards of conciliation in settlement of industrial disputes.

the significance Grievances Redressal Machinery in Industry.

3

explain the importance of Discipline in Industry and Measures for dealing  
Indiscipline.

the relevance of Collective Bargaining in Indian industry.

What are the various Schemes of Workers' Participation in Management.

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J. V. K. W. S.  
Principal  
SBVE Degree College  
Mulanada, Virajpet Taluk

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**ANDHRA UNIVERSITY**  
**B.A DEGREE COURSE IN IRPM**  
**(Industrial Relations and Personnel Management)**  
**II SEMESTER**  
**SEMESTER SYSTEM WITH CBCS**  
**(Effective from the Academic Year 2020-21)**

**SYLLABUS**

**Semester II – Core II – IRPM - II**

**PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

**Objective :** To familiarize aspects related to management, and human behaviour in the organisational context.

**Unit-1: Management :** Definition of Management, Science or Art, Manager Vs Entrepreneur, types of managers, managerial roles and skills. Evolution of Management, Scientific, human relations, system and contingency approaches.

**Unit-2: Strategic Management:** Planning Tools and Techniques, Decision making steps and process, Formal and informal organization, organization chart, organization structure, types, Line and staff authority, departmentalization, delegation of authority

**Unit-3: Motivation at Work; Theories on Motivation:** Theory of Human Motivation, Mc-Gregors Theory X and Theory Y, Herzberg's Two Factor Theory of work Motivation, Delegation, Meaning of Authority and Power Leadership; Theories Of Leadership Styles of Leadership.

**Unit-4: Organisational Behaviour Concept of Human Behaviour:** Nature of People, Value of Person, Ethical Treatment Nature of Organisation Behaviour, Concept of Self Theory, Meaning of Personality, Determinants of Personality, interpersonal Behaviour.

**Unit-5: Group Behaviour:** Concept of Group and Group Dynamics, Types of Groups, Formal Group, Informal Group; Concept of Group Behaviour, Group Norms, Group Cohesion, Inter-Group Behaviour, Group Decision-Making

1. Chhasardhy & R. Satya Raju: Management Text and Cases, Prentice Hall of India.
2. Prem Vrat, KK Ahuja & PK Jain, Management Cases, Vikas, New-Delhi.
3. Peter F Drucker, The Practice of Management, McGraw Hill.
4. Udai Pareek, Organizational Behaviour, Oxford University Press.
5. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai.

ANDHRA UNIVERSITY

B.A DEGREE COURSE IN IRPM

SEMESTER SYSTEM WITH CBCS

(Effective from the academic year 2020-2021)

BA – II Semester

IRPM Model Question Paper

Subject : IRPM

Time : 3 Hrs

Max. Marks : 75

PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

PART – A

Answer any Five Questions

5 x 5 = 25

1. Define organization Behaviour.
2. List the types of personality.
3. Differentiate between leader and manager.
4. Write the scope of OB.
5. Determinants of Personality.
6. Formal Group.
7. Concept of Group Behaviour.
8. Group Cohesion.

Part-B

Answer the following questions

5 x 10 = 50

9. Is Management an art or science? Discuss.  
Or  
Discuss the Evolution of Management in detail.
10. Classify the different roles and functions of managers and explain them in detail.  
Or  
Write in detail about Line and staff authority.
11. Differentiate the various styles of leadership. Analyze the characteristics of a good leader.  
Or  
Give the detailed account on emergence of informal leader.
12. Point out the various motivational techniques used in organizations.  
Or  
Briefly explain about personality and its types and factors influencing personality with suitable examples.

Explain about group in organization and formation in organization structure.

Or

What is meant by Group Cohesion and Inter-Group Behaviour.

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**ANDHRA UNIVERSITY**  
**B.A DEGREE COURSE IN IRPM**  
**(Industrial Relations and Personnel Management)**  
**III SEMESTER**  
**SEMESTER SYSTEM WITH CBCS**  
**(Effective from the Academic Year 2020-21)**

**SYLLABUS**

**Semester III – Core III – IRPM - III**

**HUMAN RESOURCE DEVELOPMENT**

**OBJECTIVE:** The objective of the course is to familiarize the students with Human Resource development, HRD strategies.

**Unit – I Basics of Human Resource Planning : Macro Level Scenario of Human Resource Planning- Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting - Micro Level Planning.**

**Unit – II HRD Strategies: An Overview - Human Resource Development Strategies - Training and Development - Methods - Evaluation of training programmes.**

**Unit – III HRD and the Supervisor: Line Managers and HRD - Task Analysis - Motivational Aspects of HRD - Developmental Supervision - Counselling and Monitoring.**

**Unit – IV Comparative HRD Experiences : HRD Overview in Government and Public System - HRD for Health and Family Welfare - HRD In other-sectors, HRD in Service Industry - Comparative HRD – International Experience.**

**Unit-V Issues in HRD: HRD Culture and Climate - HRD for Workers - HRD/OD Approach to IR - Organizing for HRD - Emerging Trends and Perspectives.**

**Reference Books:**

1. Nadler, Leonard : Corporate Human Resource Development, Van Nostrand Reinhold, ASTD, New York.
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt. Ltd., New Delhi.
3. Rao, T.V: Readings in HRD. Oxford IBH Pub. Pvt. Ltd., New Delhi.
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi.

Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill  
Pub.Pvt, Ltd., New Delhi.

10/10/2013  
PRINCIPAL  
SBVP Degree College  
Mulgada, Visakhapatnam

**ANDHRA UNIVERSITY**  
**B.A DEGREE COURSE IN IRPM**  
**SEMESTER SYSTEM WITH CBCS**  
**(Effective from the academic year 2020-2021)**

**BA – III Semester**

**IRPM Model Question Paper**

**Subject : IRPM**

**Time : 3 Hrs**

**Max. Marks : 75**

**PART – A**

**HUMAN RESOURCE DEVELOPMENT**

**Answer any Five Questions**

**5 x 5 = 25**

1. Define Human Resource.
2. Demand Forecasting.
3. Training and Development.
4. Line Managers.
5. Counselling.
6. HRD.
7. Approach to IR.
8. Organisational Climate.

**Part-B**

**Answer the following questions**

**5 x 10 = 50**

9. Macro Level Scenario of Human Resource Planning? Discuss in the Indian context.  
Or  
Discuss the Methods and Techniques of Demand Forecasting in detail.
10. What is the importance of Human Resource Development Strategies.  
Or  
Training Programmes are helpful to avoid personnel obsolescence. Discuss.
11. Briefly describe the concept of Task Analysis with examples.  
Or  
Write the detailed on Counselling and Monitoring.
12. Explain the significance of HRD Overview in Government and Public System.  
Or  
Briefly explain the importance of HRD in Service Industry.
13. Outline the relevance of Culture and Climate in industry.  
Or  
What are the Emerging Trends and Perspectives and issues of HRD in India.

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**ANDHRA UNIVERSITY**  
**B.A DEGREE COURSE IN IRPM**  
**(Industrial Relations and Personnel Management)**  
**IV SEMESTER**  
**SEMESTER SYSTEM WITH CBCS**  
**(Effective from the Academic Year 2020-21)**

**SYLLABUS**

**Semester IV – Core IV – IRPM - IV**

**ORGANISATIONAL CHANGE AND DEVELOPMENT**

**Objective:** to enlighten the students with the Concepts and organisational change process and organisational development.

**UNIT – 1 Organizational Change:** Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

**UNIT – 2 Types of Change:** Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes.

**UNIT – 3 Implementing Change :** Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization.

**UNIT – 4 HR and Technological change:** Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.

**UNIT - 5 Organizational Development (OD):** Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Indian Experiences of OD in Public and Private Enterprises.

Books:

1. Nilakant, V. and Ramnaryan, S.. Managing Organisational Change, Response Books, New Delhi .
2. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi.
3. Kavitha Singh Organisational change and Development, Excel Books New Delhi, 2010.
4. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi.
5. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.

SEMESTER SYSTEM WITH CBCS

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(Effective from the academic year 2020-2021)

BA – IV Semester

IRPM Model Question Paper

Subject : IRPM

Time : 3 Hrs

Max. Marks : 75

PART – A

ORGANISATIONAL CHANGE AND DEVELOPMENT

Answer any Five Questions

5 x 5 = 25

1. What do you mean by Managing Change.
2. Population Ecology.
3. Incremental Change.
4. What is Attitudinal Change.
5. Removing road Blocks.
6. Absorbing Changes.
7. Emotional Intelligence.
8. Sensitivity Training.

Part-B

Answer the following questions

5 x 10 = 50

9. What is the significance of Managing Change write with suitable examples.  
Or  
What are the Implications of Change in industry.
10. Discuss the need for the Incremental Change.  
Or  
Examine the concept of Attitudinal Changes in the context of Indian industry.
11. Explain the need for Setting up of Change Teams.  
Or  
Explain the various methods of Absorbing Changes into Organization.
12. Explain the implications of technological change.  
Or  
Briefly explain the significance of Employee Empowerment.
13. Summarize the relevance of OD Interventions.  
Or  
Illustrate the Indian Experiences of OD in Public and Private Enterprises.

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**ANDHRA UNIVERSITY**  
**B.A DEGREE COURSE IN IRPM**  
**(Industrial Relations and Personnel Management)**  
**V SEMESTER**  
**SEMESTER SYSTEM WITH CBCS**  
**(Effective from the Academic Year 2020-21)**

**SYLLABUS**

**Semester V – Core V – IRPM - V**

**SOCIAL SECURITY AND LABOUR WELFARE**

**Objective:** to enlighten the students with the Concepts of social security and the significance of labour welfare.

**UNIT -I**

Concepts of Social Security - The Beveridge Report - Social Security in U.S.A., U.K. and India – Comparative practices - The ILO measures on Social Security.

**UNIT-II**

Constitutional Perspectives- Fundamental Rights and Directive Principles of State Policy relating to Social Security and Labour Welfare- Social Insurance and Social Assistance - Second National Commission on Labour in India pertaining to Social Security- Unemployment Insurance - Old Age Pension - Social Security to Unorganized sector.

**UNIT-III**

The Employees Compensation Act, 1923 - The Employees' State Insurance Act, 1948 - The Maternity Benefit Act, 1961 - Health, Safety and Welfare provisions under the Factories Act, 1948 - The Contract Labour (Abolition and Regulation) Act.

**UNIT-IV**

The Child Labour (Prohibition & Regulation) Act, 1986 - The Children (Pledging of Labour) Act, 1933 - The Payment of Gratuity Act, 1972- The Employees' Provident Fund & Miscellaneous Provisions Act, 1952-the Inter-State Migrant Workmen (regulations of Conditions of Service) Act, 1976

**Reference Books:**

1. Srivastava S.C. : Treaties on Social Security and Labour Laws, Eastern Book Company, Lucknow.
2. Jiwitesh Kumar Singh: Labour Economics, Deep and Deep Publications, New Delhi.
3. Y.J. Rao : Factories Laws in A.P., Asia Law House., Hyderabad.
4. K.D.Srivastava : Workmen's Compensation Act, EBC, Lucknow.
5. Mishra S.N. : Labour and Industrial Laws, Central Law Publications, Allahabad.
6. Dr. Goswami Y.G. : Labour and Industrial Laws, Central Law Agency, Allahabad.



UNIVERSITY

**SEMESTER SYSTEM WITH CBCS**  
(Effective from the academic year 2020-2021)

BA – V Semester

IRPM Model Question Paper

Subject : IRPM

Time : 3 Hrs

Max. Marks : 75

PART – A

SOCIAL SECURITY AND LABOUR WELFARE

Answer any Five Questions

5 x 5 = 25

1. Social Security.
2. The Beveridge Report.
3. Fundamental Rights.
4. Social Insurance.
5. Safety and Welfare.
6. Contract Labour.
7. Provident Fund.
8. Migrant Workmen.

Part-B

Answer the following questions

5 x 10 = 50

9. What are the Social Security in U.S.A., U.K. and India Comparative practices.  
Or  
What are the measures taken by ILO in the area of social security.
10. Discuss the Directive Principles of State Policy relating to Social Security.  
Or  
Examine the current condition of Social Security in Unorganized sector.
11. Write notes on The Employees' State Insurance Act, 1948.  
Or  
What are the various provisions of Contract Labour (Abolition and Regulation) Act.
12. Explain the proposition of Health, Safety and Welfare provisions under the Factories Act, 1948.  
Or  
What are the various provisions of Contract Labour (Abolition and Regulation) Act.
13. What are the important aspects of The Child Labour (Prohibition & Regulation) Act; 1986.  
Or  
Illustrate the provisions of The Employees' Provident Fund & Miscellaneous Provisions Act.

ANDHRA UNIVERSITY  
B.A DEGREE COURSE IN IRPM  
(Industrial Relations and Personnel Management)  
VI SEMESTER  
SEMESTER SYSTEM WITH CBCS  
(Effective from the Academic Year 2020-21)

SYLLABUS

Semester VI – Core VI – IRPM - VI

LABOUR LEGISLATION

Objective: to explain the Concepts and various provisions of labour legislations in the Indian Context.

UNIT-1: Principles and determinants of labour legislation - Indian Constitution and labour legislation – Growth of labour legislation in India.

UNIT-2: Social Justice, Natural Justice and Distributive Justice – ILO and its impact on labour legislations in India.

UNIT-3: Factories Act, 1948, Mines Act, 1952, The A.P. Shops and Establishment Act, 1988 and its Rules, The Contract Labour Regulation and Abolition Act, 1970, and its Rules, The Apprentice Act, 1961

Unit 4: The Child and Adolescent Labour (Prohibition and Regulation) Act, 1986, The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959, The Motor Transport Workers Act, 1961.

Unit 5: Industrial Employment (standing order) Act, 1946: Objective, Coverage, Benefits and main provisions of the act, Apprentices Act, 1961.

**Reference Books:**

1. **Encyclopedia of Labour Laws and Industrial Legislation.**
2. **P P. Labour Management Relations in Public Sector Undertakings, Deep and Deep Publications, New Delhi, 1982.**
3. **B D Singh, Industrial Relations, Excel Books, New Delhi.**
4. **B. Pai, Labour Law in India.**
5. **L.Malik, K.D. Srivastava's Law Relating to Trade Unions and Unfair Labour Practices in India.**
6. **C. Srivastava (Rev.)Labour Law and Labour Relations : Cases and Materials (Indian Law Institute)**

SEMESTER SYSTEM WITH CBCS  
(Effective from the academic year 2020-2021)

BA – VI Semester

IRPM Model Question Paper

Subject : IRPM

Time : 3 Hrs

Max. Marks : 75

PART – A

LABOUR LEGISLATION

Answer any Five Questions

5 x 5 = 25

1. Define labour legislation.
2. Natural Justice.
3. ILO.
4. Mines Act, 1952.
5. Contract Labour.
6. Employment Exchanges.
7. Concept of Workers.
8. Standing order.

Part-B

Answer the following questions

5 x 10 = 50

9. What are the Principles and determinants of labour legislation.  
Or  
Discuss the role of Indian Constitution in labour legislations.
10. Explain the concept of Natural Justice and Distributive Justice.  
Or  
Write in detail about ILO and its impact on labour legislations in India.
11. Point out the various important aspects of Factories Act, 1948.  
Or  
Briefly explain about The A.P. Shops and Establishment Act, 1988.
12. Write notes on The Employment Exchanges.  
Or  
Briefly explain about The A.P. Shops and Establishment Act, 1988.
13. Explain about Industrial Employment (standing order) Act, 1946.  
Or  
What are the benefits and main provisions of the Apprentices Act, 1961.

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