

Approved by the BOS in B.Com (Banking & Insurance) on 06-03-2025 Item No. 03

# Tolani College of Commerce (Autonomous)



**Programme: B.Com. Banking & Insurance Semester – VI**

**Title of the Course:  
Human Resource Management in Banking and Insurance**

**Syllabus for 4 Credit Course  
From the Academic Year 2025 – 2026**

**Name of the Course: Human Resource Management in Banking and Insurance**

<b>Sr. No.</b>	<b>Heading</b>	<b>Particulars</b>
1	<b>Description of the course:</b>	Human Resource Management in Banking and Insurance is critical for ensuring that organizations effectively recruit, retain, and develop talent to meet the dynamic demands of the financial services sector.
2	<b>Type:</b>	Theory
3	<b>Credit:</b>	4 Credits
4	<b>Hours Allotted:</b>	60 Hours
5	<b>Marks Allotted:</b>	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
6	Course Objectives: 1. Ability to understand the Framework of Human Resource Management 2. Ability to understand HR Procurement 3. Ability to understand HR Planning and Recruitment 4. Ability to understand the concepts of Training & Development and Compensation	
7	Course Outcomes: 1. Learners will be able to understand the Framework of Human Resource Management 2. Learners will be able to understand HR Procurement 3. Learners will be able to understand HR Planning and Recruitment 4. Learners will be able to understand the concepts of Training & Development and Compensation	
8	<b>Module I: Framework of Human Resource Management (15 Hours)</b>	
	<ul style="list-style-type: none"> <li>• Introduction to HRM, Nature of HRM, Scope of HRM, Functions and Objectives of HRM, HRM Policies and Practices, Role and Functions of HR Manager (in Banking and Insurance Sector)</li> <li>• HRM and Strategies, Strategic function of HRM, Understanding and Implementing Global Competitiveness and HR, strategic HR, Linkages of Organizational and HR Strategies.</li> </ul>	
	<b>Module II: HR Procurement (15 Hours)</b>	
	<ul style="list-style-type: none"> <li>• Job Analysis and Design- Job Analysis, Introduction, Importance, Purpose, Benefits, Job Evaluation, Competency Based Job Analysis</li> <li>• Job Design- Introduction, Characteristics, Factor Affecting Job Design, Job Satisfaction.</li> </ul>	
	<b>Module III: HR Planning and Recruitment (15 Hours)</b>	
	<ul style="list-style-type: none"> <li>• Definition, Objectives, Need and Importance of HR Planning, Preparing Manpower Inventory. Promotions and Transfers.</li> <li>• Recruitment- Strategic Approach to Recruitment, Recruitment Source; Internal and External, Selection Procedure.</li> </ul>	
	<b>Module IV: Training &amp; Development and Compensation(15 Hours)</b>	
	<ul style="list-style-type: none"> <li>• Employee Training and Development - Nature and Process of Training, Training methods, on the job, off the job.</li> <li>• Management Development Program, Performance Appraisal -Definition, Methods. Advantages and Limitations of Appraisal.</li> <li>• Meaning, Need and Importance, Current Trends in Compensation, Team Based</li> </ul>	

	<p>Incentives, Pension Schemes with Reference to Banking and Insurance, Fringe Benefits, Perquisites, Allowances and other Non – Monetary Benefits</p> <ul style="list-style-type: none"> <li>• Voluntary Retirement Scheme - Concept, Types, Needs, Effects with reference to Banking and Insurance</li> <li>• Participative Management: Meaning, Levels, Types, Employee Welfare, Comparative Study of Working Conditions in Banks, Financial Institutions, Insurance Companies.</li> </ul>
<p><b>9</b></p>	<p>References Books:</p> <ol style="list-style-type: none"> <li>1. R. S. Kaur “Recruitment and Selection in Banking and Financial Services” - 2019</li> <li>2. H. S. Shukla “Human Resource Management in Banking and Financial Services” – 2020</li> <li>3. P. N. Singh “Compensation Management in Banking and Financial Services” - 2020</li> <li>4. R. K. Gupta “Human Resource Management in Insurance” – 2021</li> <li>5. G. D. Bhattacharya “Innovative Human Resource Management in Banking and Insurance” - 2022</li> <li>6. V. K. Agarwal “Strategic Human Resource Management: A Case Study of Banking and Insurance Sectors” – 2022</li> <li>7. T. R. Rao “Employee Training and Development in Banking Sector” - 2022</li> <li>8. S. R. Malhotra “Managing Human Resources in the Digital Age: Banking and Insurance Perspectives” – 2023</li> <li>9. M. N. Mehta “Trends in Human Resource Management for Banking and Insurance Sector” – 2023</li> <li>10. L. C. Saini “Strategic HRM Practices in Indian Banking and Insurance Sector” – 2023</li> <li>11. T. S. Bansal “The Role of Technology in Recruitment for Banking and Insurance” – 2023</li> <li>12. A. P. Kumar “The Role of Compensation in Employee Engagement in Banking and Insurance” - 2023</li> </ol>

### Evaluation Pattern

Continuous Evaluation: 40%  
Semester End Examination: 60%

The Continuous evaluation will consist of

	<b>Total Marks</b>
Class Test/ Assignment/Project Work/Presentation/Case Study/ Book Review	40

### Semester End Examination Question Paper Pattern

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt any Two of the following: (Module – 1)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>
Q-2	<b>Attempt any Two of the following: (Module – 2)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>
Q-3	<b>Attempt any Two of the following: (Module – 3)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>
Q-4	<b>Attempt any Two of the following: (Module – 4)</b> A. Full Length Question B. Full Length Question C. Full Length Question	<b>15 Marks</b>

### Signature of Team Members

<b>Sr. No.</b>	<b>Name</b>	<b>Signature</b>
1	Dr. Ishtiyaq Chiplunkar	
2	Ms. Neha Gupta	
3	Ms. Disha Wadhwa	