

Sonargaon University (SU)

Dhaka, Bangladesh

Thesis Paper

on

Human Resource Practices in Bangladesh
A Case Study on InterContinental Dhaka, an IHG Hotel

Submitted by

Md. Siful Islam

EMBA2303030011

Program: Executive Master of Business Administration (EMBA)

Major: Human Resource Management (HRM)

Semester: Fall-2024

Submitted to

Department of Business Administration

Sonargaon University (SU)

Dhaka-1215

Date of Submission: 07 January 2025

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Date of Submission: 07 January 2025

Letter of Transmittal

Date: 07 January 2025

To
Shakila Yesmin
Lecturer
Department of Business Administration
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Subject: Submission of Thesis Paper on "Human Resource practices in Bangladesh: A Case Study on InterContinental Dhaka, an IHG Hotel".

Dear Mam,

With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle myself for the thesis paper, which is a mandatory requirement to completion of the EMBA program. This is a great pleasure for me to submit the thesis paper on**, "Human Resource Practices in Bangladesh: A case study on InterContinental Dhaka, an IHG Hotel".** Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent industrial institution InterContinental Dhaka**,** an IHG Hotel in Bangladesh.

This thesis is all about to synchronize my theoretical learning from EMBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this report paper. I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

I humble request you to accept this report for your kind evaluation.

Kind regards,

Very truly yours,

_____

Md. Siful Islam
ID: EMBA2303030011
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

I, Mrs. **Shakila Yesmin**, Lecturer, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as "**Human Resource practices in Bangladesh: A case study on InterContinental Dhaka, an IHG Hotel**" has been prepared by Md. Siful Islam, ID: EMBA 2303030011 Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Executive Master of Business Administration (EMBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement for the completion of the degree of Executive Master of Business Administration (EMBA).

Shakila Yesmin

Lecturer

Department of Business Administration

Sonargaon University (SU)

Student's Declaration

This is **Md. Siful Islam**, a student of Business Administration, **ID: EMBA2303030011** from Sonargaon University (SU) would like to solemnly declaration here that this paper on **Human Resource Practices in Bangladesh: A Case Study on InterContinental Dhaka, an IHG Hotel** has been authentically prepared by me under supervisor of **Shakila Yesmin**, Lecturer Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

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Acknowledgement

I would like to thank Almighty Allah who made me able to complete this thesis by utilizing my skills and knowledge.

At First, I would like to express my indebtedness and deepest sense of gratitude to Supervisor **Shakila Yesmin**, Lecturer Department of Business Administration Sonargaon University, for his encouragement, thoughtful suggestions, proper guidance, and supervision throughout the progress of my report work.

Furthermore, I would like to thanks Mohammad **Nahidur Rahaman Bhuiyan**, HR professional and learning and development, and all other employees of Hotel, for giving me essential information and guidance.

Finally, I convey my heartfelt thanks to my parents forth discontinuous support both financially and emotionally throughout my under graduate program at Sonargaon University.

Executive Summary

The InterContinental Dhaka is a prominent luxury hotel in Ramna in central Dhaka, the capital of Bangladesh. It opened in 1966 and is owned by the Bangladeshi government. The hotel was the first international five-star hotel in what would soon become the nation of Bangladesh. It was designed by architect William B. Tabler. InterContinental Dhaka is offering multi-cuisine All Day Dining- Elements to enjoy buffets. For a nice talk over a cup of tea come to Cafe Social or Aqua Deck. Enjoy the juiciest and tender steak at The Amber Room and for bar experience come to Opus. Stylish Spaces for Every Occasion The hotel offers over 21000 sq. ft. of combined indoor meeting and exhibition space. The 9 small and large banquet halls, including 2 ballrooms and 7 meeting rooms, are all conveniently centralized for easy access. Personalized Service & Distinctive Details the InterContinental Dhaka features Business Center Services, Health and Fitness Center, Swimming pool, Spa Facilities, Premium Internet Services, Entertainment and Recreation, Housekeeping, News stand and Laundry Services for the luxury travelers. Job satisfaction refers to employees' overall feelings about their jobs; it is the state of well-being and happiness of a person concerning performance in the workspace and its environment. It can be an excellent determinant of productivity within a company; some factors that intervene are a collaborator's attitude at work, with leaders and colleagues, and career expectations. A study on The InterContinental Dhaka through several viewpoints such as company insight, customer insight, and market competitiveness analysis it is found that The InterContinental Dhaka is positioned itself as a friendly life-style provider and the InterContinental Dhaka is a prominent luxury hotel in Bangladesh. Here are some suggestions to improve few parts that are need to be improved according to my academic and conceptual knowledge There is dissatisfaction regarding the opportunity of advancement and promotion policy of the company. A few percent of them are satisfied with this policy and practice where few percent of them are not satisfied with it. According to international standards Intercontinental Hotel Group. should maintain their production quality. Job satisfaction refers to employees' overall feelings about their jobs; it is the state of well-being and happiness of a person concerning performance in the workspace and its environment. Job satisfaction is combination of psychological, physiological and environmental conditions that causes a person to say "I'm satisfied with my job". Such a description pointed out the variety of variables that influence the satisfaction of an individual but tell us nothing about the nature of job satisfaction. Job satisfaction has been most defined by Peptone (1973) as a job, management, personal adjustment & social requirement.

Table of Contents

Sl. No	Name of Contents	Page No.
	Cover page	I
	Cover page	II
	Letter of Transmittal	III
	Letter of Authorization	IV
	Student's Declaration	V
	Acknowledgement	VI
	Executive Summary	VII
	Table of Contents	VII-IX
	Chapter One: Introduction	**1-4**
1.1	Introduction	2
1.2	Objectives of the Study	2
1.3	Methodology of the Study	3
1.4	Limitations of the Study	4
	Chapter Two: Theoretical Discussion	**5-19**
2.1	Concept of HRM	6
2.2	Objectives of HRM	7
2.3	Recruitment of HRM	7
2.4	Selection of HRM	9
2.5	Training & Development HRM	11
2.6	Strategic Importance of HRM	12
2.7	Roles & Functions of HRM	13
2.8	New Trend in HRM	16
2.9	New Trend in International HRM	17
2.10	Functions of HRM Practices	18
	Chapter Three: Profile of the Organization	**20-32**
3.1	Company Overview	21
3.1.1	Company Profile	21
3.1.2	IHG Rewards Club	22
3.2	Vision of InterContinental Dhaka	22
3.2.1	Mission of InterContinental Dhaka	23
3.2.2	Goal of InterContinental Dhaka	23
3.2.3	Strategy of InterContinental Dhaka	23
3.3	Departments	23
3.4	Functions of InterContinental Dhaka	24
3.5	Dining of InterContinental Dhaka	25

3.6	Events in InterContinental Dhaka	26
3.7	Amenities & Services of InterContinental Dhaka	28
3.8	Your Every Need, We Will Fulfill	29
3.9	Hotel Accessibility	29
3.10	SWOT ANALYSIS	30
3.10.1	Strength of InterContinental Hotels	30
3.10.2	Weaknesses of InterContinental Hotels	31
3.10.3	Opportunities of InterContinental Hotels	31
3.10.4	Threats of InterContinental Hotels	32
	Chapter Four: Analysis of the Study	**33-42**
4.1	Human Resource Planning in InterContinental Dhaka	34
4.2	Job Analysis	35
4.3	Job Design of InterContinental Hotel	35
4.4	Recruitment & Selection Process of InterContinental Hotel	37
4.5	Training & Development of InterContinental Hotel	38
4.6	Incentives of Intercontinental Hotel	40
4.7	Performance Management of InterContinental Hotel	40
4.8	Employee Relation of InterContinental Hotel	41
	Chapter Five: Findings	**43-44**
5.1	Findings	44
	Chapter Six: Recommendations and Conclusion	**45-47**
6.1	Recommendations	46
6.2	Conclusion	46
	Reference	47

Chapter One

Introduction

1.1 Introduction

Dhaka's Most Prestigious Luxury Business and Convention Hotel located in the prestigious downtown business district, InterContinental Dhaka is the foremost name of luxury. The hotel is beautifully designed boasted with Millennium modern outlook with a touch of local culture. Featuring 226 luxury rooms and suites, a selection of restaurants offering exquisite cuisines. Host your events at the meeting spaces equipped with modern facilities. Our outdoor temperature-controlled swimming pool and Health Club is a perfect destination for business or leisure.

The hotel offers over 21000 sq. ft. of combined indoor meeting and exhibition space. The 9 small and large banquet halls, including 2 ballrooms and 7 meeting rooms, are all conveniently centralized for easy access.

1.2 Objectives of the Study

Every research work is conducted to achieve some objectives. The primary objective of this report is to fulfill the requirement of the Thesis Paper. The secondary objective of the report is to evaluate the "Human Resource Practices in Bangladesh" of InterContinental Dhaka, an IHG Hotel. This report has been prepared primarily for the fulfillment of the Human Resource Management course, which is an essential part of the EMBA program of Sonargaon University (SU).

The objectives of this paper are:

- To measure the customer opinions on service quality and customer satisfaction towards the promotional Activities.
- To communicate the changes.
- To share the lesson learns.
- To inform about the progress.
- To plan accordingly for up-coming period.
- To know about the Intercontinental Hotel and its job satisfaction of employees.
- To find out the kinds of training provided by Intercontinental Hotel to its employees.
- To look on the frequency of training provided by Intercontinental Hotel to its employees.

And finally, whether the training provided by the organization has any impact developing the employee.

1.3 Methodology of the Study

In order to complete this report personal visit and discussion with executives and top-level management of "Intercontinental Hotel" become conversant with the company's philosophy, working procedures, management system, and decision-making process of the company. The details of the work plan are furnished below:

Data Source

The information and data for this report have been collected from Primary Source as well as Secondary Sources but emphasis has been given more on Secondary Sources.

Primary Source

Primary Sources mean the sources of data which were never used in anywhere and which data are presented first time. This information is collected from.

- Practical desk work
- Face to face conversation with the officer
- Direct observation
- Face to face conversation with the client

Secondary Source

Secondary Sources mean the sources of data which were already existed and used. Many journals, books and data from websites are used here as a source of secondary data. This report will be based on theoretical and practical information gathered from Secondary Sources.

- Books, manuals
- Journals
- Publications
- Web sites
- Back-office management on the related field.

Apart from these I will try to induce my practical experience what I have gathered while working as a report and my leanings what I have learnt from my university.

Data Analysis & Presentation

Relevant data for this report has been collected through practical orientation, personal interview, and observation in the organization etc. The interviews were administered by formal and informal discussion. No structured questionnaire has been used. Secondary sources of information include the annual report of the company. Data collected from secondary source have been, processed manually and qualitative approach has been used throughout the study. Qualitative approach has been adopted for data analysis and interpretation taking the processed

data as the best. So, the report primarily on an analytical judgment and critical reasoning. After gathering all the prime and secondary data I collected, corrected, organized, analyzed, and integrated to draw some findings.

1.4 Limitations of the Study

A primary limitation of the report is that it is based on facts, accumulated from word of mouth, while consulting secondary data. Some information presented in the report may be biased, as people tend to avoid their own limitation regarding their job and tend to hold other departments responsible for drawbacks of their own. As the report is not a comprehensive one, rather based on a single facility of Square Group of Companies and also based on a limited number of department employees so any ultimate decision may not be drawn about the whole organizations training facility.

There is no study work which is free from defect. Such defects are known as limitations. As the report prepared with a short span of time, the report could not be made comprehensive and conclusive. Some usual constraints I did face during my investigation. Due to the company's policy of maintaining secrecy I did not get the opportunity to collect information regarding all departments.

The limitations of my study work is stated by the following:

- The data and information related with the topic was not easily available.
- Time Constraint.
- Lack of experience.
- Scarcity of pertinent information.
- The study also suffered from inadequacy of data.
- Supply of more practical and contemporary data is another shortcoming.
- Unwillingness to response of the interviewer is another limitation for this study work.
- Lacking young, energetic, and talented officers /staffs.
- Lack of knowledge about the functional aspect of capital market activities.
- Shortage of update data.

Chapter Two

Theoretical Discussion

2.1 Concept of HRM

Human resource management (HRM or Simply HR) is the management of an organization's work force, or human resources. It is responsible for the attraction, selection, training, and assessment and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employee's representative.HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. HRM can also be performed by line managers. HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Management-Hellriegel/Slocum: The policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruiting, screening, training, and appraising."

Human Resource Management-Gray Dressler: The administrative discipline of hiring and developing employees so that they become more valuable to the organization.

Human Resource Management Includes

(1) Conducting job analyses,

(2) Planning personnel needs, and recruitment,

(3) Selecting the right people for the job,

(4) Orienting and training,

(5) Determining and managing wages and salaries,

(6) Providing benefits and incentives,

(7) Appraising performance,

(8) Resolving disputes,

(9) Communicating with all employees at all levels.

2.2 Objectives of HRM

Whilst the precise HR objectives will vary from business to business and industry to industry, the following are commonly seen as important HR objectives:

Objective	HR Action
Ensure human resources are employed cost-effectively	Pay rates should be competitive but not excessive Achieve acceptable staff utilization Minimize staff turnover Measure returns on investment in training
Make effective use of work force potential	Ensure jobs have suitable, achievable workloads Avoid too many under-utilized or over-stretched staff Make best use of employee's skills
Match the work force to the business needs	Workforce planning to ensure business has the right number of staff in the right locations with the right skills Effective recruitment to match workforce needs Training programs to cover skills gaps or respond to changes in technology, processes & market Consider outsourcing activities that can be done better and more cost effectively by external suppliers Get the right number and mix of staff at each location where the business operates in multiple sites and countries.
Maintain good employer/employee relations	Avoid unnecessary and costly industrial disputes Timely and honest communication with employees and their representatives Sensitive handling or potential problems with employees (dismissal, redundancy, major changes in the business) Comply with all relevant employment legislation

2.3 Recruitment of HRM

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring, and on boarding employees. In other words, it involves everything from the identification of a staffing need to filling it. Depending on the size of an organization; recruitment is the responsibility of a range of workers. Larger organizations may have entire teams of recruiters, while others only a single recruiter. In small outfits, the hiring manager may be responsible for recruiting. In addition, many organizations outsource recruiting to outside firms. Companies almost always recruit candidates for new positions via advertisements, job boards, social media sites, and others. Many companies utilize recruiting software to more effectively and efficiently source top candidates. Regardless, recruitment typically works in conjunction with, or as a part of Human Resources.

Recruitment Involve

While the recruitment process is unique to each organization, there are 15 essential steps of the hiring process. They have listed them here, but for a detailed exploration of these steps, check out the page on Hiring Process Steps:

- Identify the hiring need
- Devise a recruitment plan
- Write a job description
- Advertise the position
- Recruit the position
- Review applications
- Phone Interview/Initial Screening
- Interviews
- Applicant Assessment
- Background Check
- Decision
- Reference Check
- Job offers
- Hiring
- On boarding

Types of Recruiting

There are several types of recruiting. Here's an overview:

a) I**nternal Recruiting:** Internal recruiting involves filling vacancies with existing employees from within an organization.

b) **Retained Recruiting:** When organization hires a recruiting firm, there are several ways to do so; retained recruiting is a common one. When an organization retains a recruiting firm to fill a vacancy, they pay an upfront fee to fill the position. The firm is responsible for finding candidates until the position is filled. The organization also agrees to work exclusively with the firm. Companies cannot, in other words, hire multiple recruiting firms to fill the same position.

c) **Contingency Recruiting:** Like retained recruiting, contingency recruiting requires an outside firm. Unlike retained recruiting, there is no upfront fee with contingency. Instead, the recruitment company receives payment only when the clients they represent are hired by an organization.

d) **Staffing Recruiting:** Staffing recruiters work for staffing agencies. Staffing recruiting matches qualified applicants with qualified job openings. Moreover, staffing agencies typically focus on short-term or temporary employment positions.

e) **Outplacement Recruiting:** Outplacement is typically an employer-sponsored benefit which helps former employees transition into new jobs. Outplacement recruiting is designed to provide displaced employees with the resources to find new positions or careers.

f) **Reverse Recruiting:** Refers to the process whereby an employee is encouraged to seek employment with a different organization that offers a better fit for their skill set. They offer Reverse Recruiting Days to help workers with this process. At the Reverse Recruiting Days, they review resumes, conduct mock interviews, and offer deep dives into specific job roles. Click here for more information. Tips for effective recruiting. Recruitment are a nuanced process that requires extensive research, thorough procedures, and finesse in order to produce high-quality hires with regularity.

g) **Look internally before externally:** There's a good chance the best candidate for your position is already working for your organization. Internal candidates are already familiar with and contributing to your corporate culture and goals. Given their past success within your organization, it is reasonable to expect they will continue to excel in a new position.

h) **Reach out to "passive" candidates:** there is a good chance your ideal candidate is not actively looking for a new job and will not respond to your job board ad. Why? Because they're likely already employed elsewhere. After all, why wouldn't your competitors also want to employ your ideal candidate? Therefore, effective recruiting requires you to look outside of your applicant pool for top talent. Encouraging your staff to attend industry conferences and participate in professional organizations; developing relationships with local university business schools; searching social media sites (i.e. LinkedIn) for strong resumes from candidates who might not be actively looking for a new job; and encouraging your employees to refer people they know or are connected to are all important mechanisms through which to expand your recruitment network.

2.4 Selection of HRM

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position. The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Different authors define Selection in different ways. Here is a list of some of the definitions-

Employee selection is a process of putting a right applicant on a right job. Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization. Selection is a process of identifying and hiring the applicants for filling

the vacancies in an organization. Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals. A good selection process will ensure that the organization gets the right set of employees with the right attitude.

Importance of Selection

Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected, and the cost incurred for replacing that bad resource will be high. The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the organization, it is important to evaluate various attributes of each candidate such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job.

The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important, and the process should be perfect for the betterment of the organization.

Advantages of Selection

- A good selection process offers the following advantages:
- It is cost-effective and reduces a lot of time and effort.
- It helps avoid any biasing while recruiting the right candidate.
- It helps eliminate the candidates who are lacking in knowledge, ability, and proficiency.
- It provides a guideline to evaluate the candidates further through strict verification and reference-checking.
- It helps in comparing the different candidates in terms of their capabilities, knowledge, skills, experience, work attitude etc.

A good selection process helps in selecting the best candidate for the requirement of a vacant positioning an organization.

Selection Process and Steps

As we have discussed that selection is very important for any organization for minimizing the losses and maximizing the profits. Hence the selection procedure should be perfect.

A good selection process should comprise the following steps:

- **Employment Interview:** Employment interview is a process in which one-on-one session conducted with the applicant to know a candidate better. It helps the interviewer to discover the inner qualities of the applicant and helps in taking a right decision.

- **Checking References:** Reference checking is a process of verifying the applicant's qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a professional.

- **Medical Examination:** Medical examination is a process, in which the physical and the mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit.

- **Final Selection:** The final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter.

A selection process with the above steps will help any organization in choosing and selecting the right candidates for the right job.

2.5 Training and Development of HRM

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organization for updating skills and knowledge of employees in accordance with changing environment. Optimization of cost with available resources has become pressing need for every organization which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

Training & Development

- Training and development
- Employee Training Introduction
- Need and benefit of Training
- Advantages of Training Programmer
- Training Process
- On-the-job Methods
- Off-the-job Methods
- Sensitivity Training
- Management Development
- On the Job Methods [MD]
- Off the Job Methods [MD]
- Executive Development

As compared to technical staff, managerial staff will be very low in number because manager who is having more efficiency can manage a greater number of people which is a real manager capability but coming to technical jobs cannot be done by one or with minimum available skilled

labor if there is need for high or large production. Ultimately development of employees is by way of learning by way of observations to develop knowledge. In fact, training is also provided for management level personnel to understand technicalities involved and nature of work done by the staff working under them, ultimately to manage them.

Training and Development Objectives

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

-Individual Objectives: Help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

-Organizational Objectives: Assist the organization with its primary objective by bringing individual effectiveness.

-Functional Objectives: Maintain at the departments of the contribution at a level suitable to the organization's needs.

-Societal Objectives: Ensure that an organization is ethically and socially responsible to the needs and challenges of society.

2.6 Strategic Importance of HRM

In today's businesses, the right approach and management of the company's employees can greatly affect the company's overall performance. A strategic approach in Human Resource Management is vital especially in growing companies. Starting from right staffing to maintaining performing employees, HR management is key in developing not only the employees, but the whole organization itself.

Human Resources encompass a broad scope in management. An expanding company dependent on its current success can maintain and further develop its business starting with the right staffing. As demands for the product or services increase, additional manpower is needed to comply with them. The current manpower should be checked but not simply if they can comply with the demands, but it has to ensure that it can still keep as quality and standards. Mass production or bulk orders should not be an excuse in decreasing quality, hence, increased customer dissatisfaction and decreased sales. For a company that is already recognized in the industry and is eyeing on expansion, their status and reliability should be maintained.

The leaders of the company can now focus on the products itself and expansion and let the HR Department handle the development of the organization. Keeping an eye on the company's long-term goals, mission and vision, the development of performance standards is essential to identify potential problems, non-performing employees and compliance to tasks and standards. Minor employee and performance problems should be seen immediately to avoid any future

inconvenience and potential problems to the customers and thus become a liability to the company. HRM professionals can also identify the processes and the proper staffing for each of these activities, and in effect, the systems and approach in terms of the company's front-line operations can be improved to decrease manpower hours, improve quality, streamline processes, and elevate standards. The success and growth of a small company can be attributed to its culture.

Due to its size of, communication between all employees is not complicated. And alongside this communication, the trust and organizational goals are easily shared and understood by everyone. And in its growth, it is important that this culture is maintained and adjust to changes accordingly. HR professionals can work both with management and employees in doing this. With increase in employees and more demands in operations, communication may take a backseat for both parties. However, Human Resources Management can amend this and become a bridge in establishing what the management wants from employees and vice-versa. In its continuous development, it is but imperative that the management or its owner be prepared for more arduous tasks in operations and leading the rest of the team towards continued success. Management should be equipped with the right skills in planning, leading, organizing and establishing standards. As they are the ones who will eventually be focused in developing the company instead of the operations and technical aspects, a higher understanding of this responsibility is essential, and this also plays a significant part once competition is put into the picture. Companies fail because number reasons, and mismanagement can be one of them.

2.7 Roles & Functions of HRM

The Human Resource Department deals with management of people within the organization. There are a number of responsibilities that come with this title. First of all, the Department is responsible for hiring members of staff, this will involve attracting employees, keeping them in their positions and ensuring that they perform to expectation. Besides, the Human Resource Department also clarifies and sets day to day goals for the organization. It is responsible for organization of people in the entire company and plans for future ventures and objectives involving people in the Company.

Research has shown that the human aspect of resources within an organization contributes approximately eighty percent of the organizations value. This implies that if people are not managed properly, the organization faces a serious chance of falling apart. The Human Resource Departments main objective is to bring out the best in their employees and thus contribute to the success of the company. These roles come with certain positive and negative aspects. However, the negative aspects can be minimized by improvements to their roles and functions. These issues shall be examined in detail in the subsequent sections of the essay with reference to case examples of businesses in current operation.

Positive Aspects of Roles and Functions of the Recruitment of Employees

This is one of the most fundamental roles of the HR department. This is because this function ensures that the company under consideration selects the most skillful and competent person from a sea of applicants at that time. This function involves evaluation of ability and competency of potential employees in relation to what the Company needs. This role falls under the staffing role of management. If this function is performed well, then the organization will increase value consequently being on the right pathway to achieve its organizational and departmental goals and objectives. (Hyde, 2004) Effective recruitment can be done through a number of ways. First, the company can conduct educational and psychological measurements. This task will involve assessment of abilities, skills, and character evaluation of applicants. Through psychometric evaluation, the company can ensure that employees have the right attitude necessary to fit into the organization. Another method companies use to recruit members of staff is through interviews. Here, the Human Resource Department can ask applicants questions that evaluate their decision-making abilities and how they would deal with certain situations if presented with them. The department can also employ the use of written interviews where applicants answer questions addressing key issues in the organization. Through these channels, the department contributes towards organizational performance.

Improvement of Compensation Packages

One of the major functions of the HR department is to motivate employees. This can be done through rewards especially for those who have done well. The HR department needs to evaluate performance of employees and those who have exceeded expectations should be compensated for their actions. Research has shown that rewarding employees for good performance is the number one incentive for keeping up this trend. These compensation packages can come in the following ways.

- Holiday Offers
- End of Year Bonuses
- Equities
- Awards
- Salary Increments
- Provision of Flexible Working Hours
- Straight forward Promotion Schemes and Career Developments

If the HR department includes these incentives, then it will ensure that employees are satisfied with the company. It will also contribute towards good staff retention rates. This is especially crucial in increasing stability within the organization. It also makes employees identify with the firm and instills a sense of loyalty.

Planning in the Organization

The Human Resource Department is placed with the responsibility of ensuring that it plans adequately for all the organizations future engagements that will involve people. One important aspect of this is planning for employees in the organization. It is important that the organization ensures that all the employees under its wing are just enough to increase value to the organization. The Department must ensure that staff members are not too many because if they exceed this amount, then the organization stands to lose. It must plan adequately to ensure that staff members are not too few either, otherwise they will be overworking those who are already in place. Consequently, there will be poor motivation resulting from fatigue.

The HR department is also bestowed with the responsibility of planning future organizational goal in relation to people or clarifying these same goals to staff members. This function of the department ensures that people in the organization have a general direction which they are working towards. Organizations that have a clear direction are always more effective; those members of staff will be more result oriented rather than just working for the sake of it. The department is also responsible for setting day to day objectives necessary for streamlining activities within the organization and thus ensuring that work is not done haphazardly.

Negative Aspects of Functions and Roles of HR

There are several problems that arise as the department goes about its activities.

- ### Problems in Recruitment

The department may sometimes be unable to adequately coordinate and incorporate all the employees needed in the company's operations. One such example is the NHS. In the year 2004, the organization was found to be wanting in its human resource department's functions. The company was recruiting a large proportion of its employees, 40% from Asian and African countries. This means that the organization was draining medical personnel from those needy countries and using them for themselves. (Katherine, 2002), such a practice showed that the HR department had exercised bad judgment in its staffing function. Instead, it could have used these foreign nurses as temporary measure and put in place a strategy to train local nurses such that it could stop depending on those poor countries for supply of nurses.

- ### Problems in Remuneration

In the process of trying to motivate members of staff to perform better, the Human Resource may make deals that eventually cause problems. A case in point is the Home Depot. This company has an employee compensation policy that requires that one should be rewarded for the time they have served the company. The Home Depot Company offers an end of year bonus, basic salary, and grant on stock shares as an incentive for some of its employees. The CEO of the company lost his job in the year 2007. This was because the company has experienced a lot of losses under his leadership; its shares fell by eight percent in the stock exchange, and he deserved to leave the company.

However, because the Human Resource Department had put in place a policy that requires all members of staff to be given the incentive mentioned above, he left with a lot of money. It was reported that he had with him about two hundred and ten million dollars. The company had no way out of this payment because HR had already passed that policy and they were bound by the law. This goes to show that sometimes policies made by the HR department do not benefit the company especially if the parties involved are considered as losses to the company. (Michael, 2007).

- **Problems in Planning**

Sometimes the HR department can employ people who may not contribute towards organizational principles. A classic example is the Arthur Andersen Company that fell apart in the year 2002. Tip was an American company that dealt with audits. It was initially very successful in its operations prior to that fateful year. But in the latter years of its operations, the company was involved in two accounting scandals that tarnished its name and subsequently caused failure.

The company failed to plan well for the kind of employees it recruited. This was witnessed when one of its employees in the legal department called Nancy Temple was fined in the court of law for non- adherence to accounting laws. This problem could have been prevented if the HR department had evaluated this employee before hiring her and evaluation should have been done during her performance. If HR had been extremely critical, then they would have realized that the employee did not adhere to company principles and would therefore have terminated her employment. Beside this, the Arthur Andersen Human Resource department also failed in its communication function to employees. The department should have ensured that they constantly communicate to members of staff about the goals and objectives of the company on a day-to-day basis. This would have made them very clear in the minds of employees and would have prevented the downfall of the company.

2.8 New Trends in HRM

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel.

Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge-based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important. Some of the recent trends that are being observed are as follows:

- The recent quality management standards ISO 9001 and ISO 9004 of 2000 focus more on people centric organizations. Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.

- To leapfrog ahead of competition in this world of uncertainty, organizations have introduced six sigma practices. Six- sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.

- Human resource outsourcing is a new accession that makes a traditional HR department redundant in an organization. Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread their business to most of the Fortune 500 companies.

2.9 New Trends in International HRM

- International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

- Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.

- Training and development extend beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.

- To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.

- Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

- In many European countries Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

HR Managers should do the following things to ensure success

- Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.
- Employ innovative reward plans that recognize employee contributions and grant enhancements.
- Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc.
- Utilize people with distinctive capabilities to create unsurpassed competence in an area, Xerox in photocopiers, 3M in adhesives, Telco in trucks etc.
- Decentralize operations and rely on self-managed teams to deliver goods in difficult times Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.

HR Managers today are focusing attention on the following-

- **Policies**-HR policies based on trust, openness, equity, and consensus.
- **Motivation**-Create conditions in which people are willing to work with zeal, initiative, and enthusiasm; make people feel like winners.
- **Relations**- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.
- **Change agent**- Prepare workers to accept technological changes by clarifying doubts.

2.10 Functions of HRM Practices

The main functions of this department are selection of right person at right position, training & development, wage & salary administration, employee Welch slices, environment, health and safety & disciplining the employees. HRM deals with the following affairs to achieve the objectives of the organization as well as the goal of this department.

- Recruitment, selection, and placement of the employees.
- Promotion, transfer, demotions & disciplinary action of the employees.
- Leave of the employees.
- Lunch for the officer and staff.
- Maintenance of personnel records.
- Arranging medical facilities for the employees.
- Induction of newly appointed employees.
- Government liaison.
- Job design and job analysis.

- Employee hiring and selection.
- Employee training & development.
- Compensation and benefits.
- Employee performance management.
- Managerial relations.
- Labor relations.
- Employee engagement and communication.
- Performance management.
- Learning & development.
- Succession planning.
- Compensation and benefits.
- Human Resources information systems.

Chapter: Three
Profile of the Organization

3.1 Company Overview

InterContinental Hotels & Resorts is a luxury hotel brand created in 1946 by Pan Am founder Juan Trippe. It has been part of UK-based InterContinental Hotels Group since 1998. As of January 2023, there were 208 InterContinental hotels worldwide, with 70,287 rooms. In 1961, Intercontinental Hotels opened its first property in the Middle East, the Phoenicia Intercontinental Beirut, in Lebanon. In 1962, the chain expanded to three more continents, assuming management of the Ducor Palace Hotel in Monrovia, Liberia in April, opening the Hotel Indonesia in Jakarta, Indonesia in July, and The Southern Cross in Melbourne, Australia in August. The first properties in Europe followed in May 1963, with simultaneous openings in Dublin, Cork and Limerick, Ireland. In 1964, Intercontinental became the first American hotel chain to operate in Eastern Europe, when it assumed management of the Hotel Esplanade in Zagreb, Yugoslavia. The company continued constructing new luxury hotels in Pan Am destinations around the world. In its hotel designs, Intercontinental aspired to combine Mid-century Modern American luxury with decorative elements drawn from local cultures. Between 1961 and 1985, InterContinental's head designer, Neal Prince, designed interiors and branding for 135 hotels.

3.1.1 Company Profile

The Inter-Continental Dacca opened in 1966, when the city, then known as Dacca, was the capital of East Pakistan. The hotel was the first international five star hotel in what would soon become the nation of Bangladesh. It was designed by architect William B. Tabler**.** The hotel played host to many important political events in the run up to the independence of Bangladesh, including negotiations on the transfer of power after the 1970 elections. During the Bangladesh Liberation War in 1971, it was declared a neutral zone by the International Red Cross. Many buildings in its surrounding neighborhoods were targeted by the Pakistani military, including newspaper offices and university halls. InterContinental Hotels operated the hotel until 1983, when it was taken over by Sheraton, becoming the **Sheraton Dhaka Hotel**. In 2011, Sheraton announced that it would end its contract with the Bangladeshi government to manage the hotel, which was renamed the **Ruposhi Bangla Hotel**. In 2013, it was announced that InterContinental Hotels would re-assume management of the state-owned property, following a major renovation. The hotel closed on September 1, 2014, and reopened as the InterContinental Dhaka on December 19, 2018.

Company Name	InterContinental Dhaka, an IHG Hotel
Sales Center	Dhaka
Corporate Location	1 Minto Road, Dhaka Bangladesh
Legal Status	Owned by Bangladesh Services Ltd
Chairman	Mr. Md. Mohibul Haque

3.1.2 IHG Rewards Club

IHG Rewards Club dates back to 1983 and has the distinction of being the first hotel loyalty program in the world. It currently includes over 76 million members, which makes it the world's largest hotel loyalty program. InterContinental Hotels Group is comprised of over 679,000 rooms in more than 4,600 hotels in nearly 100 countries. IHG brands include InterContinental Hotels & Resorts, Crowne Plaza Hotels & Resorts, Hotel Indigo, Holiday Inn, Holiday Inn Express, Stay Bridge Suites and Candlewood Suites. Two new brands include EVEN Hotels, aimed at health-minded business and leisure travelers, and HUALUXE Hotels & Resorts.

Members can choose to earn either IHG Rewards Club points or airline miles for their stays. Stays at InterContinental Hotels & Resorts earn 2,000 points at properties outside the U.S., Canada, and Mexico, Latin America and Caribbean or 10 points for every dollar spent on eligible charges within these locales. Stays at all other brands earn 10 points per dollar spent, except for Stay Bridge Suites and Candlewood Suites where members earn five points per dollar. Members earn 600 to 2,000 points per stay at ANA Hotels in Japan depending on the hotel, or members may opt for airline miles. Eligible charges include food and beverage, telephone, laundry and in-room movies charged to the member's room. Members can earn additional points through partnerships including a co-branded credit card, car rentals, dining, cruises, retail, energy services, Diners Club, e-Rewards and e-Miles.

HG Rewards Club members also can take advantage of Hotels Anywhere awards with redemption rates starting at 10,000 points per night at thousands of competitor hotels. Our search for one night in a London hotel in May resulted in options from 25,000 points for a three-star hotel to 593,000 points for The Savoy. Membership Levels You can qualify for different membership levels depending on how often you stay at IHG properties and how many points you earn in a calendar year. The Rewards Club program is divided into four levels: Club, Gold Elite, Platinum Elite and Spire Elite. You can also become an InterContinental Ambassador for an extra fee or a Royal Ambassador by exclusive invitation. Club, Gold Elite membership includes Benefits such as Ability to earn and use points, extended check-out, and free amenities. Platinum Elite, Ambassador Status, Royal Ambassador Status membership include Benefits such as Ability to earn and use points, free room upgrades, Priority check-in/out, free amenities.

3.2 Vision of InterContinental Dhaka

Be a leader of upscale hospitality industry in Bangladesh. The ideology of our vision is to continue to apply and set the highest standards of service quality and in that way justify and uphold the reputation that we have among the guests, partners, competitors and the wider community. We use and constantly introduce environmentally friendly technologies and processes in order to remain in balance with nature and also meet the needs of contemporary society.

3.2.1 Mission of InterContinental Dhaka

Ensure the highest level of customer satisfaction by maintaining world class facilities and services blended with culture and tradition of Bangladesh. Our aim is to make the Hotel intercontinental a place for encounters, business success, pleasant meetings and gala ceremonies.

3.2.2 Goal of InterContinental Dhaka

To make a difference in the lives of the individuals we touch every day, by working together to deliver commitment, personalized service and a superior hospitality product by upholding a strong moral system and actively participating in the community.

3.2.3 Strategy of InterContinental Dhaka

1. Employees

Accepting new knowledge and technologies is a condition for progress including quality training and education. Because of that our strategy is based on the education and training of all employees and constant communication between all departments of the hotel. We support teamwork, personal responsibility and initiative of each employee.

2. Relations with suppliers

Purchase as one of the most important departments in the hotel requires a choice of reliable suppliers that allows us to provide the guest, who is the end-user of services, with highest quality and more adequate accommodation in the Hotel InterContinental. We will base our relationship with suppliers on mutual interests and on the development of good partnerships.

3. Satisfaction of interesting parties

Hotel InterContinental will improve the volume and structure of hospitality services, thereby satisfying the wishes and expectations of all parties: guests, business partners, travel agencies, NGO, government and sports institutions, employees, owners and suppliers.

3.3 Departments

1. **Front Office:** It is the most important department of the hotel. The main function of this department is to give warm welcome to the guest. It helps to create good image in front of the guest. This is the first department where guest comes in contact with. It generates the maximum revenue for the hotel as it sells room to the guests. This also includes sub departments like reservation, Bell desk, and Information desk. It also provides some facilities like a concierge service for the guest.

2. **Food and Beverage Production:** It is a department with deals with the preparation of different types of food items. It is not a visible department to the guest because it usually

works in the back area. It makes the food more delicious and attractive by different styles of cooking method. Different cuisine has their own kitchen and specialized chef to work on it according to their skills. Bakery departments come under this which include preparation of desserts, breads etc.

3. **Food and Beverage Service:** It is a department which serves food and beverages to the guest in a very attractive and pleasing manner, which creates a good impression on the guest. There are several kind of food and beverage outlet like restaurants, Bars, Coffee shops, take away banquets etc. It is the second most revenue producing department of the hotel by selling different types of food and beverage to the guest.

4. **House Keeping:** This department is responsible for cleaning and maintaining hotel premises which include public area, guest rooms, lobby, swimming pool area etc. Generally, this department is not visible to the guest. It works for guest satisfaction through keeping the environment clean and hygiene. Horticulture is one of the most important features of housekeeping department which deals with different types of flower arrangement and maintaining the garden. This department works to give pleasant look of the hotel to the guest.

3.4 Functions of InterContinental Dhaka

1. Easy Front Desk Operations

- Room Bookings
- Payment Processing
- Reservation Emails
- Activities & Group Booking

2. Security Management

- Data Safety & Security
- Access control

3. Housekeeping
4. Maintenance
5. Client Communication
6. Data Management
7. Finances: Cashiering, Billing & Invoicing
8. User-friendly interface
9. Basic Revenue/Rates Management

3.5 Dining of InterContinental Dhaka

InterContinental Dhaka is offering multi-cuisine All Day Dining- Elements to enjoy buffet. For a nice talk over a cup of tea come to Cafe Social or Aqua Deck. Enjoy the juiciest and tender steak at The Amber Room and for bar experience come to Opus.



Elements International

Global Dining with 144 capacities. An all-day dining offering multi cuisine, Bangladeshi and continental buffet set up as well as Live Cooking stations. An À La Carte menu is available upon request. Bright and sharp natural light will give a relaxing ambiance for family dining, business lunch and corporate meetings; may be at a shared private dining room.

Cafe Social International

In a world full of differences, one thing that's common for both socialites and recluse is that they both find solace in a perfect cup of coffee. Experience the wonderful aroma of finest coffee blends, spectacular artistry of baking, scrumptious assortment of cakes and cookies. Besides enjoy A La Carte menu and to top it off, the InterContinental standards of precision and care. Experience Cafe Social, experience the InterContinental Life!

The Amber Room Steak House

The amber flames roar, the grill sizzles as the finest cuts of meat are lovingly cooked to perfection by expert chefs. Only the juiciest and tenders of cuts make the grade. Perfectly paired with the freshest of seasonal vegetables and indulgent side dishes. The Amber Room is the place to go for grilled Steaks and Seafood in Dhaka.

Opus Lounge & Bar International

A cozy semi-formal atmosphere with built in screens to watch world news, reports, events, sports offers signature refreshment and drinks with the capacity of 40 located at the western part of the hotel. Opus Lounge and Bar has all the best selected wines and spirits the city has to offer.

Aqua Deck International

If the great indoors are getting to you, step outside to the Aqua Deck and let the soothing natural elements revive you. At daytime, the sky reflected against the calming waters of the infinity pool that seems to leap over the green vistas, is a sight to calm the senses. At night, the lapping waters and the open sky make for an ambiance of perfect serenity.

3.6 Events in InterContinental Dhaka

Stylish Spaces for Every Occasion- The hotel offers over 21000 sq. ft. of combined indoor meeting and exhibition space. The 9 small and large banquet halls, including 2 ballrooms and 7 meeting rooms, are all conveniently centralized for easy access.



Ruposhi Bangla Grand Ballroom

MEETING ROOM LOCATION: GROUND MAX CAPACITY: 1000

Furnished with modern and luxurious design with the latest cutting-edge technology measuring 924 sqft. (858.88 sqm). The pillar less room features high ceilings with designer chandeliers, spacious pre functioning area overlooking the beautiful garden.

Crystal Ballroom

MEETING ROOM LOCATION: GROUND MAX CAPACITY: 300

An exquisite room featuring crystal ceiling fixtures, open and pillar-less design stunning carpet design, rich wall coverings and luxurious fabrics ushering one into the spectacular Crystal Ballroom, the ideal venue for any business or private event.

Ruby

MEETING ROOM LOCATION: GROUND MAX CAPACITY: 100

These identical two rooms are ideal for small corporate meetings, press conferences, break out room's auxiliary to adjacent Crystal Room program. Equally impressive as like the crystal ballroom they have beautiful chandeliers, feature lighting etc.

Pearl

MEETING ROOM LOCATION: GROUND MAX CAPACITY: 100

These identical two rooms are ideal for small corporate meetings, press conferences, break out room's auxiliary to adjacent Crystal Room program. Equally impressive as like the crystal ballroom they have beautiful chandeliers, feature lighting etc.

Boardroom

MEETING ROOM LOCATION: 1st MAX CAPACITY: 24

This richly appointed boardroom sets a refined tone for meetings. The crafted design on the walls add comfort to your eyes while focusing for your serious business affairs. A lounge setup is also ready for a private "tete- a-tete".

Modhumoti

MEETING ROOM LOCATION: 1st MAX CAPACITY: 80

A naturally lit venue, in a luxurious atmosphere enhanced by elegant wall decoration, high-speed Internet and modern technological equipment help to keep your meeting on track with high definition video projection facilities.

Turag

MEETING ROOM LOCATION: 1st MAX CAPACITY: 60

Measuring 602 Sq. /ft. (904.16 Square Meters) Turag is a convenient place for special corporate meetings. It comes with a luxurious interior having an elegant atmosphere. Turag is fully decorated with modern amenities with chic lighting and crafted wall.

Business Center Meeting Room 1

MEETING ROOM LOCATION: GROUND MAX CAPACITY: 10

This richly appointed boardroom sets a refined tone for meetings. The crafted design on the walls add comfort to your eyes while focusing for your serious business affairs.

Business Center Meeting Room 2

MEETING ROOM LOCATION: GROUND MAX CAPACITY: 10

This richly appointed boardroom sets a refined tone for meetings. The crafted design on the walls add comfort to your eyes while focusing for your serious business affairs.

Function Garden

MEETING ROOM LOCATION: GROUND MAX CAPACITY: 400

Function garden is an open air exhibiting place. Different types of functions can be arranged from get together party under starry night, bar-b-q nights, any kind of exhibition to a formal programs of wedding, meeting, conference etc.

Pool Deck

MEETING ROOM LOCATION: 2nd MAX CAPACITY: 150

Pool side meeting place with an amazing pool side view to have an elegant ambient for meetings, get together party, bar-b-q night etc.

3.7 Amenities & Services of InterContinental Dhaka

Personalized Service & Distinctive Details the InterContinental Dhaka features Business Center Services, Health and Fitness Center, Swimming pool, Spa Facilities, Premium Internet Services, Entertainment and Recreation, Housekeeping, News stand and Laundry Services for the luxury travelers.

Fitness Center

Fitness Center is just beside the Pool Deck. Equipped with all required machine for full body work-out, cardio work-out our expert trainer is always there to guide you through. While working on the machine one can enjoy beauty of lush green Ramna Park.

3.8 Your Every Need, We Will Fulfill

- Same day dry cleaning
- Doctor on call
- Secretarial services
- Nanny services
- Foreign currency exchange
- Business center
- Shipping available
- Baby setting
- Dry cleaning pickup/laundry valet

3.9 Hotel Accessibility

Accessible Guest Room Accommodation

- Wheelchair Accessible rooms
- ADA compliant rooms and access routes
- Tub with Grab Bars
- Handheld Shower with Hose
- Handrails

Accessible Hotel Features

- Hotel Entrance
- Restaurant

Hearing Accessibility

- Visual Alarm or Alert
- Guest Rooms
- Public Areas
- Hallways
- Hearing-impaired Services

Vision Accessibility

- Emergency Instruction in 14pt Print
- Audible Alarms in Hallways

Parking Accessibility

Wheelchair Accessibility

- Few rooms are wheelchair accessible.

3.10 SOWT ANALYSIS

3.10.1 Strengths of InterContinental Hotels

Strengths are the firm's capabilities and resources that it can use to design, develop, and sustain competitive advantage in the marketplace

Track record of innovation - Even though most players in the Services strive to innovate, InterContinental Hotels has successful record at consumer driven innovation.

Strong brand recognition - InterContinental Hotels products have strong brand recognition in the Hotels & Motels industry. This has enabled the company to charge a premium compare to its competitors in Hotels & Motels industry.

Wide geographic presence - InterContinental Hotels has extensive dealer network and associates network that not only help in delivering efficient services to the customers but also help in managing competitive challenges in Hotels & Motels industry.

Success of new product mix - InterContinental Hotels provides exhaustive product mix options to its customers. It helps the company in catering to various customer's segments in the Hotels & Motels industry.

Brands catering to different customer's segments within Hotels & Motels segment - InterContinental Hotels extensive product offerings have helped the company to penetrate different customer segments in Hotels & Motels segment. It has also helped the organization to diversify revenue streams.

Diverse Revenue models - Over the years InterContinental Hotels has ventured into various businesses outside the Services sector. This has enabled the company do develop a diversified revenue stream beyond Services sector and Hotels & Motels segment.

3.10.2 Weaknesses of InterContinental Hotels

Weaknesses of InterContinental Hotels can either be absence of strengths or resources of capabilities that are required but at present the organization doesn't have. Managers have to be certain if the weakness is present because of lack of strategic planning or as a result of strategic choice.

Extra cost of building new supply chain and logistics network - Internet and Artificial Intelligence has significantly altered the business model in the Services industry and given the decreasing significance of the dealer network InterContinental Hotels has to build a new robust supply chain network. That can be extremely expensive.

High cost of replacing existing experts within the InterContinental Hotels. Few employees are responsible for the InterContinental Hotel's knowledge base and replacing them will be extremely difficult in the present conditions.

High turnover of employees at the lower levels is also a concern for the InterContinental Hotels. It can lead to higher salaries to maintain the talent within the firm.

Low investments into InterContinental Hotel's customer oriented services - This can lead to competitors gaining advantage in near future. InterContinental Hotels needs to increase investment into research and development especially in customer services oriented applications.

Business Model of InterContinental Hotels can be easily imitated by the competitors in the Hotels & Motels industry. To overcome these challenges company name needs to build a platform model that can integrate suppliers, vendors and end users.

Loyalty among suppliers is low - Given the history of InterContinental Hotels coming up with new innovations to drive down prices in the supply chain.

3.10.3 Opportunities of InterContinental Hotels

Opportunities are potential areas where the firm can identify potential for - growth, profits, and market share.

Trend of customers migrating to higher end products - It represents great opportunity for InterContinental Hotels, as the firm has strong brand recognition in the premium segment, customers have experience with excellent customer services provided by InterContinental Hotels brands in the lower segment. It can be a win-win for the company and provides an opportunity to increase the profitability.

Opportunities in Online Space - Increasing adoption of online services by customers will also enable InterContinental Hotels to provide new offerings to the customers in Hotels & Motels industry.

Increasing customer base in lower segments - As customers have to migrate from un-organized operators in the Services industry to licensed players. It will provide InterContinental Hotels an opportunity to penetrate entry level market with a no-frill offering.

Lowering of the cost of new product launches through third party retail partners and dedicated social network. InterContinental Hotels can use the emerging trend to start small before scaling up after initial success of a new product.

3.10.4 Threats of InterContinental Hotels

Threats are factors that can be potential dangers to the firm's business models because of changes in macro-economic factors and changing consumer perceptions. Threats can be managed but not controlled.

Growing technological expertise of local players in the export market - One of the biggest threat of tie-up with the local players in the export market for InterContinental Hotels is threat of losing IPR. The intellectual property rights framework is not very strong in emerging markets especially in China.

Saturation in urban market and stagnation in the rural markets - For InterContinental Hotels this trend is an ongoing challenge in the Hotels & Motels segment. One of the reasons is that the adoption of products is slow in rural market. Secondly it is more costly for InterContinental Hotels to serve the rural customers than urban customers given the vast distances and lack of infrastructure.

Changing demographics - As the baby boomers are retiring and new generation finding hard to replace their purchasing power. This can lead to higher profits in the short run for InterContinental Hotels but reducing margins over the long run as young people are less brand loyal and more open to experimentation.

Competitive pressures - As the new product launch cycles are reducing in the Services industry. It has put additional competitive pressures on players such as InterContinental Hotels. Given the large customer base, InterContinental Hotels can't respond quickly to the needs of the niche markets that disruptors are focusing on.

Chapter Four

Analysis of the Study

4.1 Human Resource Planning in InterContinental Dhaka

Human Resource (HR) planning in a global hospitality company like InterContinental Hotels Group (IHG) involves several strategic and operational components to ensure that the organization effectively manages its workforce across various regions and cultural contexts. Here's a general overview of how HR planning might work in such an international hotel chain

Strategic Alignment

- **Corporate Strategy Alignment:** HR plans need to align with the overall business strategy of IHG, including goals related to expansion, customer service excellence, and profitability.
- **Global and Local Balance:** Striking the right balance between global standardization and local adaptation to meet regional needs while maintaining brand consistency.

Workforce Planning

- **Talent Acquisition:** Identifying current and future staffing needs based on hotel locations, seasonal demands, and growth projections. This includes hiring for various roles, from front-line staff to management positions.
- **Talent Pool Management:** Developing and maintaining a pool of talent that can be tapped into as needed, including local hires and expatriates.

Recruitment and Selection

- **Global Recruitment Strategy:** Implementing strategies to attract and hire talent from diverse geographical areas. This may involve global job fairs, partnerships with local institutions, and online recruitment platforms.
- **Local Compliance:** Ensuring that recruitment processes comply with local labor laws and regulations in different countries.

Training and Development

- **Standardized Training Programs:** Developing and implementing training programs that are consistent with IHG's global standards but also customizable to address local needs and cultural differences.
- **Leadership Development:** Creating pathways for career development and leadership training to nurture talent within the organization and prepare them for higher responsibilities.

Performance Management

- **Global Performance Metrics:** Establishing performance metrics that align with IHG's global standards while allowing for regional variations based on local performance expectations.
- **Feedback and Appraisal Systems:** Implementing systems for regular performance reviews, feedback, and recognition to maintain high standards of service and employee satisfaction.

Compensation and Benefits

- **Competitive Compensation:** Designing compensation packages that are competitive within each market while adhering to IHG's global compensation philosophy.
- **Benefits Customization:** Tailoring benefits packages to meet the needs and expectations of employees in different regions, including health care, retirement plans, and other perks.

4.2 Job Analysis

- Job analysis is the procedure for determining the duties and skill requirement of a job and the kind of person who should be hired for it. The supervisor or HR specialist of Intercontinental Hotel Group normally collects one of the following types of information.
- **Work Activities**
- First, he or she collects information about the job actual work activities. This list also includes how, why, and when the worker performance each activity.
- **Education and Qualification:** Collect the information about education background and qualification
- **Experience:** Experience must be needed for any job in Intercontinental Hotel Group of Companies.

4.3 Job Design of InterContinental Hotel

Job design is the process of structuring work and designating the specific work activates of individual or try bed individuals to achieve certain organizational objectives. The job design can generally divided into three phases:

1. The specification of individual task.
2. The specification of the method of performing each task
3. The combination of individual tasks into specific job to be assign to individual.

Organizational Considerations for Job design

Effectiveness: In the context of job design, to remain effective, organizations may have to redefine jobs, monitoring, and using technology. So, that the firm can even compete against giant rivals.

Efficiency: Maximum outputs through minimum inputs of time, effort, and other resources. In the context of job design, efficiency in time, effort, labor costs, and training should be done accordingly.

Technological Considerations

Task Interdependence: The dependence of one task from another is task dependence. In this context, the task interdependence can be high or low depending on the product or service.

Technical Constraints: Scarcity of machines is constraints, which in turn leads to the increase and decrease of production.

Employee Considerations

- **Skill Variety:** Variety refers to the use of different skills and talents to complete an array of work tasks and activities.
- **Autonomy:** Autonomy refers to the freedom and independence to plan and schedule the work and determine the procedures used to carry it out.
- **Task Identity:** Task identity means doing something from beginning to end rather than just part of it.
- **Task Significance:** It is the degree to which a job has substantial impact on are organization.
- **Feedback:** Feedback is the degree to which employees can tell how well they are doing based on information from the job.

Environmental Considerations

Factors may include, but are not limited to, environmental compliance, pollution prevention, conservation, protection of historical and cultural sites, and protection of flora and fauna. General environmental considerations are key for personal norms at work. Personal norms affect different types of pro-environmental behavior at work. Context factors making people focus on environmental considerations are important. A promising cost-efficient path to encourage pro-environmental behavior at work. Environmental ethics helps define man's moral and ethical obligations toward the environment. Water and air pollution, the depletion of natural resources, loss of biodiversity, destruction of ecosystems, and global climate change are all part of the environmental ethics debate.

Social Expectations: In designing jobs, the surrounding social expectations must be considered to avoid possible worker dissatisfaction.

Workforce Availability: Job requirements should be balanced against the availability of the people who are required to do the work.

Work Practices: Work practices are set methods of performing work. These methods may arise from tradition or the collective wishes of employees.

4.4 Recruitment & Selection Process of Intercontinental Hotel

Recruitment is the process through which the organization seeks applicants for potential employment. Selection refers to the process, by which it attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the company achieve its goals, companies engaging in different strategies need different types and numbers of employees. The strategy a company is pursuing will have a direct impact on the types of employees that it seeks to recruit and selection.

Source of Recruitment

There are two kinds of Intercontinental Hotel Group uses for recruitment. They are Internal Source External Source. I try to discuss all relative sources which are used for recruitment in Intercontinental Hotel Group.

Internal Source

Intercontinental Hotel Group thinks that current employees are a major source of recruits for all but entry-level positions. Whether for promotions or for 'Lateral' job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by operating managers with little involvement by HR department.

Job-Posting Programs

Job-posting programs serve as an information service in assisting organizational employees in career-development endeavors and in generating a pool of internal candidates. Job- posting programs were initiated in the early stages of affirmative action when organizations began publicizing available jobs internally. HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards. Qualification and other facts typically are drawn from the job analysis information. The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs' openings are posted. Besides entry level positions, senior management and top stuff positions may be filled by merit or with external recruiting. Job posting is most common for lower-level clerical, technical and supervisory positions.

External Source

When job opening cannot be filled internally, the HR department of Intercontinental Hotel Group must look outside the organization for applicants. I try to discuss all the external source of recruitment as below:

Walk-ins and Write-ins

Walk-ins are some seekers who arrived at the HR department of Intercontinental Hotel Group in search of a job; Write-ins are those who send a written enquire both groups normally are asked to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

Employee Referrals

➤ Employees may refer job seekers to the HR department. Employee referrals have several advantages. Employees with hard to find job skill may no others who do the same work.

➤ Employee's referrals are excellent and legal recruitment technique, but they tend to maintain the status of the work force in term of raise, religions, sex discrimination.

Advertising

Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply. They are most familiar form of employment advertising for highly specialist requites ads may be placed in daily newspaper in areas with high concentration of the desired skills.

Example: General Manager- Production.

Age: 28-35 years; Graduate with specialization in equivalent. Minimum 5 years' experience in similar position. Must have detailed hands-on knowledge of industrial. They offer competitive salary which is commensurate with experience and qualification. If you aspire to an exciting and rewarding career, send your detailed resume, quoting your present and expected salaries to jobs.

4.5 Training & Employee Development of Intercontinental

Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules procedures to guide their behavior. It attempts to improve their performance on the current job or prepare them for an intended job. Development is a related process. It covers not only those activities which improve job performance but also those which bring growth of the personality; help individuals to the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip person to earn promotion and hold greater responsibility.

There are many types of method practices in Intercontinental Hotel Group. I try to discuss that method as below:

On the Job Training

On the job training is a training that shows the employee how to perform the job and allows him or her to do it under the trainer's supervision. On the job training is normally given by a senior employee or a manager. The employee is shown how to perform the job and allowed to do it under the trainer's supervision.

Job Rotation

Job rotation is a training that requires an individual to teach several different some in a work unit or department and performer each job for a specified time period. In job rotation, individuals learn several different jobs within a work unit or department. One main advantages of job rotation are that it makes flexibilities possible in the department. When one employee like junior he or she can easily perform the job.

Apprenticeship Training

Apprenticeship training provides beginning worker with comprehensive training in the practical and theoretical expect of work required in a highly skilled occupation. Apprenticeship program combined of the job and classroom training to prepare worker for more than eight hundred occupations such as computer operator, sewing technician. Square Training & Development enables their people to enhance their skills, keep them updated with recent changes. They offer both on-the-job and off-the-job at both theoretical and practical training opportunities through a range of Local, Regional and International Training programs that include both functional and managerial levels based on Training Need Assessment. Training Need Analysis (TNA) is conducted by Department Heads and Human Resource Department jointly based on job analysis.

Overseas Training

Intercontinental Hotel Group of companies send their employees to abroad for training program depending on availability of appropriate topics. Technical persons of the factories attend the Factory Assessment Test (FAT) in various parts of the world for smooth operation of equipment.

Territory Manager Training

Twice in every year, mid-level managers of sales participate in the training program titled Sales Territory Management" at a regular basis.

Other Activities

- Students of various universities are placed as Interns in different departments.
- Coordinating factory visit for different government and Institutions.
- All newly joined executives go through a structured Orientation Program.
- Intercontinental Hotel Group conduct health, Hygiene & different awareness program for their colleagues.

Intercontinental Hotel Group conduct training on different compliance parameters for their factory colleagues.

4.6 Incentives in Intercontinental Hotel

Compensation fluctuates according to:

1) A pre-established formula.

2) Individual or group goals because group goals are different from individual goals.

3) Company earnings.

An incentive adds to base pay. It controls costs because the employee is being paid for his/her extra effort and for the benefits brought to the organization. It motivates employees.

Incentive Pay Categories

1. Individual
2. Group
3. Company-wide.

Individual Incentive Plans

- Quantity of work output (How many units produced).
- Quality of work output (What was the quality of the product or service being produced or served.
- Monthly sales (How much sales were generated).
- Work safety record (How many hazards or errors are being reduced.
- Work attendance (If the absent is reduced or attendance is good).

Group Incentive

- Customer satisfaction.
- Labor cost savings.
- Materials cost savings.
- Reduction in accidents.
- Services cost savings.

Company-wide Incentive Plans

- Company profits.
- Cost containment/prevention.
- Market share.
- Sales revenue

4.7 Performance Management in Intercontinental Hotel

Performance appraisal is the process of assessing employees past performance, primarily for reward, promotion, and staff development purposes. 'Performance appraisal (is) a process that identifies, evaluates and develops employee performance to meet employee and organizational goals. Performance appraisal doesn't necessarily use to blame or to provide a disciplinary action. Previous management theories used to view performance appraisal as a stick that management has introduced to beat people. Performance appraisals are now more clarified, and they concentrate on developing organizational strengths and employee performance.

Purpose of Performance Appraisal in Intercontinental Hotel

1. To review past performance
2. To assess training needs
3. To help develop individuals
4. To audit the skills within an organization
5. To set targets for future performance
6. To identify potential for promotion
7. To provide legal & formal justification for employment decision
8. To diagnose the hidden problems of an organization.

Performance Appraisal Process

1. Who appraised?
2. Supervisors.
3. Subordinates.
4. Self-appraisal.

Approaches to measuring performance in Intercontinental Hotel

There is various kind of method for measuring performance appraisal. But they get information that Intercontinental Hotel Group uses experience-based performance method.

Experience Based

Intercontinental Hotel Group measure the performance of employee by experience. For example, Mr. X has been working in Intercontinental Hotel Group for three years and Mr. Y has been working in Intercontinental Hotel Group for two years. So Intercontinental Hotel Group favors Mr. X for his more experience.

4.8 Employee Relation in Intercontinental Hotel

Employers and employees each have their own sets of needs and values, and successful relationship between these two sides requires that some sort of balance be struck. This balance often takes the form of a psychological contract, an understood agreement between employer and

employees that defines the work relationship. This contract with or without support of a formal collective bargaining, agreement influence the outcome achieve by each side.

Intercontinental Hotel Group the various into three channel categories those are.

a) **Employee Safety:** Intercontinental Hotel Group provides the employees safety. It ensures all kinds of job safety such as insurance of each employee not this it provide insurance to the labor.

b) **Employee Health:** Free medical checkup, provide health insurance card and provide necessary medical facilities for each employee.

c) **Employee Working Condition:** The working condition of employees is very hygienic Intercontinental Hotel Group of Companies is ISO 9001-2000 Certified Company.

Chapter Five
Findings

5.1 Findings

- There is dissatisfaction regarding the opportunity of advancement and promotion policy of the company. A few percent of them are satisfied with this policy and practice where few percent of them are not satisfied with it.
- The survey indicates that respondents are not pleased with the exiting lunch facility provided by the company. A few percent of the entire respondents are highly dissatisfied, few percent of them are dissatisfied and few percent of them are not satisfied with the facility where only few percent are satisfied with the facility.
- The employees are getting benefits according to their job responsibilities and duties. Few percent of them are not satisfied and few percent of them are dissatisfied with the package in comparison to their job responsibilities. However, some percent of them are satisfied.
- In terms of the annual appraisal of the company the employees are not actually satisfied. Here, some percent of them are satisfied but a few percent of them are not satisfied with it.
- Findings indicate that there is dissatisfaction among the manager, executive and non-executive level in terms of opportunity for advancement and promotion. So, this practice needs to be redesigned and check and should be improved through adopting an effective policy to satisfy employees.
- To take the necessary steps and action to increase employees' satisfaction level and to recover the above problems, further research is needed for the company which will include the whole employees of Intercontinental Hotel Group of Companies to identify the effective and efficient policy, strategy, and action.

Chapter Six
Recommendations and Conclusion

6.1 Recommendations

1. First of all, HRD should be organized properly.
2. Professional employees should be hired.
3. Operation management should be more careful.
4. Take some necessary steps for retaining the expert & experienced employees.
5. Business development department should be built up.
6. Marketing department can be introduced for promotional activities.
7. Internet facilities should be introduced immediately.
8. HRM department should be organized with more carefully.
9. According to international standards Intercontinental Hotel Group. Should maintains their production quality.
10. Intercontinental Hotel Group is leading company, but it is maximum staffs are not well trained. So, company should arrange training programmed.

6.2 Conclusion

The flourish of any industry requires combined efforts and co-operation from several parties. Social, political, and macroeconomic environment play pivotal role in this regard. Though Intercontinental Hotel Group is a reputed Ventured Company in the respective sector, its growth and expansion are praiseworthy. It's contributing the country and serving the nation in different ways. If it can uphold it's much toward advancement, it will be able to set a role model in our country. Intercontinental Hotel Group of Bangladesh Ltd. is one of the leading business organizations. There is no doubt effective use of pricing consideration and approaches play a vital role in their success. The growth of the company is remarkable (18.3%) in 2007 considering the market situation and the threshold is the implementation of new marketing strategies as well as other reforms. In order to produce the best quality of any product the employees of the company must be skillful, knowledgeable, and fill of being as they are the members of one and same family for their better improvement. However, Intercontinental Hotel Group is not concerned only on the quality of the product and the reputation of the company, but they are also concerned about the satisfaction level of their employees for better improvement, higher productivity as well as to produce quality product by providing different types of benefits and facilities.

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