

Internship Report on “Recruitment Process of Sheraton Dhaka”

*An Internship Report Presented to the Faculty of Business and Entrepreneurship in Partial
Fulfillment of the Requirements for the Degree of Bachelor of Tourism and Hospitality
Management*

**Submitted by
Ashikur Rahman
193-43-111**

**Submitted to
Mr. Mohammad Nurul Afchar
Lecturer
Department of Tourism & Hospitality Management**

Daffodil International University

Date of Submission: May 25, 2024

LETTER OF TRANSMITTAL

Date: 25th May, 2024

Mr. Mohammad Nurul Afchar

Department of Tourism & Hospitality Management

Faculty of Business and Entrepreneurship

Daffodil International University

Subject: Submission of Internship Report - “Recruitment Process on Sheraton Dhaka”

Dear Sir,

The paper on my internship, "Human Resources Approaches to Establish a Pre-opening Stages Hotel into a Profitable Organization: A Study on Sheraton Dhaka, is being submitted with great pleasure. This report summarizes the knowledge and expertise I have acquired while working at the Sheraton Dhaka.

Through my internship, I was able to learn about the complexities of human resources management in a hotel, to comprehend Sheraton Dhaka's early-stage methods for achieving efficiency and profitability.

My academic and professional development has been greatly aided by considerable time and effort. I've invested in researching and analyzing the human resources policies and innovations at Sheraton Dhaka. Thank you for the opportunity to undertake this meaningful research, and I look forward to your best regards,

Thank you, sir.

You're sincerely,

Ashikur Rahman
.....

Ashikur Rahman

ID: 193-43-111

Bachelor of Tourism & Hospitality Management

Department of Tourism and Hospitality Management

Daffodil International University

CERTIFICATE OF APPROVAL

This is to notify that the report on “**Recruitment Process on Sheraton Dhaka**” as partial fulfillment of the requirement for the "Bachelor of Tourism and Hospitality Management" degree from "Daffodil International University" by Ashikur Rahman, Id: 193-43-111 has been completed under my supervision and assistance.

I hereby declare that I have checked this report in my opinion; this report is adequate in terms of quality and scope for the award of Bachelor of Tourism and Hospitality Management program.

I wish him success and prosperity.



Mr. Mohammad Nurul Afchar

Lecturer

Department of Tourism & Hospitality Management

Daffodil International University.

DECLARATION

I, Ashikur Rahman, a student at Daffodil International University's Tourism and Hospitality Management Department (ID: 193-43-111), certify that the ideas in this submission are original to me. All outside concepts incorporated into this work are duly acknowledged with citations to the original authors. I have respected academic integrity by following the rules and refraining from fabricating or misrepresenting any facts.

I understand that the University may take disciplinary action against me for violating any of these guidelines.

Ashikur Rahman
.....

Ashikur Rahman

ID: 193-43-111

Department of Tourism and Hospitality Management

Daffodil International University

Date: 25th May, 2024

Acknowledgment

Completing this internship report and personal growth at the Sheraton Dhaka's HR department wouldn't have been possible without the support of numerous individuals. I am particularly grateful to Mohammad Nurul Afchar, my supervisor and lecturer at Daffodil International University. His excellent guidance, advice, and support were crucial to my development during the internship. Special thanks to the welcoming HR team at Sheraton Dhaka for making me feel like a valued member.

The HR team at the Sheraton Dhaka, whose gracious hospitality and earnest attempts to make me feel like an esteemed member amongst them, will remain etched in my memory for the warmth and belonging their reception instilled in me during my stay. I sincerely thank the following people:

- The Assistant Manager of HR, Mr. Saidur Rahman, for giving me a variety of learning chances and patiently assisting me with different HR procedures.
- The Training Coordinator, Ms. Mahmuda Akter Proma, for creating an extensive training curriculum and providing me with the fundamental HR information and abilities.
- Mr. Rezaul Islam, Executive HR, for lending me his knowledge and giving me difficult assignments that enabled me to put my academic understanding to use in real-world situations.
- Mr. Benozir Ahmed, the Management Trainee Officer, for being a dependable teammate and providing amazing encouragement and support during my internship.
- Mr. Iftekhar Ahmed, Cluster Director of HR, for sharing his business knowledge and offering insightful advice on the HR profession which helped me learn more.

I am very grateful to the Sheraton Dhaka's Human Resources department's generosity, collaboration, and willingness to serve as a mentor to me. Their assistance created a fantastic learning atmosphere, which made my internship truly rewarding.

Sincere appreciation to Sheraton Dhaka for sharing this invaluable first-hand experience of the hotel industry. Through this internship, I have been afforded invaluable hands-on experience and personal development, as it allowed me to substantially broaden my understanding and abilities in a way that cannot fail to significantly advance my professional trajectory.

Through the generosity of spirit and wealth of knowledge bestowed upon me by my supporters and mentors, I feel profoundly thankful for the bountiful learning and development afforded by my internship.

Introduction

The work-based internship report functions as a thorough record and analysis of the real-world experiences I had while working as an intern in the Sheraton Dhaka's HR department. The important lessons learned, the difficulties faced, and the overall effect of the internship on my academic and professional development are all summarized in this report.

I chose to intern at the Sheraton Dhaka's HR department because I want to combine my academic background with practical experience in the fast-paced industry of hospitality management. The report's importance stems from its capacity to illuminate the complexities of HRM in a premier hospitality organization. In this report, I want to explain how my internship experiences have improved my knowledge of HR procedures, helped me develop important soft skills, and added to the conversation on efficient labor management in the hospitality industry.

This study is significant not only for self-improvement but also because it provides insights into the subtle operational aspects of a well-known hotel brand worldwide. My goal in writing about my internship experience is to serve as a useful guide for upcoming scholars, professionals, and students who are curious about the nuances of HRM in the hospitality sector. Additionally, this paper seeks to further the ongoing discussion on the mutually beneficial link between academic knowledge and real-world experience by highlighting the significance of internships in developing individuals who are well-rounded and prepared for the workforce.

This research essentially acts as a testimonial to the transforming potential of work-based learning, emphasizing the role that it plays in forming the next generation of hospitality industry leaders.

Executive Summary

Sheraton Dhaka is one the most well-known 5-star establishments in Bangladesh which aims to become the leading destination for luxurious stays.

During my internship at Sheraton Dhaka, a distinguished 5-star luxury hotel under the Marriott International group, I had the privilege of working as a trainee in the Human Resources department. This experience provided a unique opportunity to bridge the gap between theoretical knowledge acquired during my academic studies and the practical application within a dynamic hospitality setting.

The process of recruiting isn't always easy to maintain and I think some issues need to be resolved. Which I described in this report accordingly. But it still helps a 5-star establishment like Sheraton in getting the best employees they need. It becomes more challenging when some random problems occur, such as recruits often refusing to join, and foreign recruits often facing complex issues with visas and work permits.

Multiple steps such as Departmental requisition, Requisition Acceptance, Finalizing job description, Advertisement, Talent sourcing, and CV sorting need to be followed in order to conduct recruitment in Sheraton Dhaka. Not one step should be skipped as it can cause trouble later or instantly.

Apart from that, Sheraton always tries to hire through internal sources, for which sometimes they consider someone who might not be a good fit.

Sheraton could be idolized by other organizations for their way of expressing gratitude, no matter if it's towards guests or employees. Every month, Sheraton Dhaka rewards employees in various sections like- caring for the community, caring for business, caring for guests, caring for associates, etc. Sheraton has a program named – "Associates Appreciation Week" which is week week-long program for giving back to the associates. During this time, the associates are rewarded with fancy food, gift cards, exciting sports events, rewards, etc.

As a part of the HR team, I was able to learn from the best professionals had a close insight from the inside, and gained practical knowledge on the recruitment process.

Therefore, this report contains major and minor things related to the recruitment process of Sheraton. How recruitment works in Sheraton Dhaka, how we collect and shortlist candidates etc. Though Sheraton Dhaka follows a unique procedure while recruiting, it still maintains

international standards set by its parent company- “Marriott”, which ensures the quality of the process and best output as well.

Aside from that, this report also contains a discussion about the international procedure of recruitment and how SHD can improve its recruitment process by following international standards.

Table of Contents

No.	Prefatory Part	Page No
1	Cover Page	i
2	Title Page	ii
3	Letter of Transmittal	iii
4	Certificate of Approval	iv
5	Declaration	v
6	Acknowledgment	vi
7	Introduction	vii
8	Executive Summary	viii
9	Table of Contents	ix-xi

Serial No.	Topic Names	Page No
Chapter-1	Introduction of the Report	1
1.1	Introduction of Sheraton Dhak	2
1.2	Background of the Study	2
1.3	Scope of the study	3
1.4	Broad Objective	4
1.4.1	Specific Objectives	4
1.5	Methodology of the Study	4
1.6	Limitations of the Report	5
Chapter -2	An Overview of Sheraton Dhaka	6
2.1	Introduction to Sheraton Dhaka	7
2.2	Background of Sheraton Dhaka	7

2.2.1	The mission of Sheraton Dhaka	8
2.2.2	Vision of the Hotel	8
2.2.3	Organizational Chart of Sheraton Dhaka	9
2.3	Description of the Department	10
2.3.1	Front Office	12
2.3.2	Housekeeping Department	12
2.3.3	Food and Beverage Production Department	12
2.3.4	Food and Beverage Service Department	13
2.3.5	Human Resource Department	13
2.3.6	Sales and Marketing Department	13
2.3.7	Accounts and Finance Department	13
2.8	Conclusion	14
Chapter -3	Introduction of Human Resources Department Sheraton Dhaka	15
3.1	Human Resources Department	16
3.2	Background of the Department	16
3.2.1	Mission	16
3.2.2	Vision	17
3.2.3	Organizational Chart of the Department	17
3.3	Outlet Description of the Department	18
3.4	Coordination with other departments	18
3.6	Conclusion	18
Chapter -4	Discussion and Analysis	19
4.1	HR Process	20
4.1.2	Standard procedure of recruitment	23

4.1.3	Steps of the Recruitment Process in Sheraton Dhaka	25
4.1.4	Selection	31
4.2.1	Task & Duties Performed during the Internship Program	34
4.2.2	Task and Duties I have observed in the Organization	35
4.2.3	Other Relevant Activities	35
4.3	Constraints /Challenges	35
4.3.1	Academic Preparation	36
4.3.2	Any missing knowledge and skills that need to be learned in the university which is relevant to the company or oneself as a future professional:	37
4.3.3	Lessons Learned	38
Chapter-5	Conclusion of the Report	39
5.1	Findings	40
5.2	Recommendation	42
5.3	Conclusion	43
Chapter-6	REFERENCES	44
6.1	References	45

CHAPTER-1
Introduction of the Report
Recruitment Process of Sheraton Dhaka

1.1 Introduction of Sheraton Dhaka:

Sheraton Dhaka is destined to become one of the major destinations for providing a luxurious experience to its guests.

It's still in the pre-opening stage, and trying to get the hotel fully operational soon.

In order to get it running and be the best in business, Sheraton Dhaka always recruits people who are best for business and who can assure maximum revenue while ensuring 100% guest satisfaction as well.

Sheraton Dhaka stands as a beacon of hospitality excellence, offering not only luxurious accommodations but also a commitment to providing exceptional experiences to its guests. Nestled in the heart of Dhaka, Bangladesh, this hotel has become synonymous with sophistication and world-class service. The 262 meticulously designed guest rooms and suites, coupled with exclusive amenities such as a rooftop health center and a variety of dining options, underscore Sheraton Dhaka's dedication to meeting the evolving demands of both domestic and international guests.

This report aims to provide an in-depth exploration of my experiences, challenges, and discoveries during my internship. It highlights the significance of effective human resource practices in maintaining Sheraton Dhaka's reputation as a leader in the hospitality industry. The exploration into the HR functions of this prestigious hotel not only contributes to academic understanding but also serves as a valuable resource for those aspiring to excel in the dynamic realm of hospitality management. As we dive into the realms of talent acquisition, development, and employee relations, this report invites readers to navigate the corridors of Sheraton Dhaka's Human Resource Department, where the pursuit of excellence meets the art of hospitality.

1.2 Background of the Study:

As a culmination of academic endeavors in the field of Tourism and Hospitality Management (THM), the internship program at Sheraton Dhaka emerges as a vital bridge between theoretical knowledge and real-world applications. This background lays the foundation for graduates who have completed the requisite coursework, providing them with a platform to gain hands-on experience within the intricate operations of a prestigious 5-star luxury hotel.

Aligned with the vision of Sheraton Dhaka and the educational objectives of the Bachelor of Tourism and Hospitality Management program, the internship program is designed to empower graduates to apply classroom knowledge to practical scenarios. The backdrop of this study stems from the recognition that a comprehensive understanding of the hospitality industry extends beyond textbooks, necessitating exposure to the dynamic and multifaceted challenges faced by professionals in the field.

Under the guidance of Mohammad Nurul Afhcar, Lecturer in THM, and in accordance with the established guidelines, this internship report is formulated to meet the course requirements. The focus of this study revolves around the experiences and insights gained while working as a trainee in the Human Resource department at Sheraton Dhaka. The HR department, being a critical pillar in the success of any hospitality establishment, serves as the focal point for exploration, analysis, and documentation in this report.

By delving into the intricacies of HR practices within Sheraton Dhaka, this study aims to contribute valuable insights to both academic discourse and industry practices. It endeavors to shed light on the symbiotic relationship between academic theory and practical application, emphasizing the role of the HR department in fostering a positive work environment, enhancing employee satisfaction, and ultimately contributing to the hotel's overall success. The following sections of this report will delve into the specific experiences, challenges, and learnings encountered during the internship, providing a holistic view of the role of HR in the hospitality sector.

1.3 Scope of the Study:

Talent Acquisition and Recruitment: An in-depth examination of how the HR department identifies and recruits the right talents to build a skilled and diverse workforce essential for the hotel's success.

Training and Development Initiatives: The study explores the training programs and development initiatives designed to equip the pre-opening team with the necessary skills, knowledge, and a deep understanding of Sheraton Dhaka's values and standards.

Leadership and Team Building: The report examines the strategies employed in establishing effective leadership, promoting teamwork, and building strong interpersonal relationships among the pre-opening team members.

1.4 Broad Objective:

The primary objective of this study is to comprehensively explore the Recruitment process from the Sheraton Dhaka HR department. While getting experience by seeing live interviews and helping the department with the recruitment process.

1.4.1 Specific Objectives:

- To understand the Recruitment process of Sheraton Dhaka,
- To identify the major findings related to the recruitment process of SHD,
- To provide recommendations based on the findings,
- To observe the duties and responsibilities of a Human Resource member regarding the recruitment process.

1.5 Methodology of the Study:

The nature of this study is descriptive, focusing on the human resource approaches during the pre-opening stages of Sheraton Dhaka. Most data collected here are from secondary sources.

Few data are gathered through a combination of study, hands-on experience, personal observation, face-to-face interviews, and practical learning.

Secondary Sources:

Official Sources: Information from the official website, company brochures, prospectus, and fact sheets.

External Platforms: Data from social media, online booking sites, guest review websites, and print/online media regarding Sheraton Dhaka.

Other Sources:

Supervisor and Senior Employees: Different documents and information are provided by the supervisor and senior employees.

1.6 Limitation of the Report:

Access to Confidential Data: Restricted access to certain confidential information may limit the depth of the study.

Workload During Internship: Balancing 9-hour workdays during the internship with the need for data collection and analysis.

Time Limitation: The primary constraint is the limited time available for data collection and analysis.

Chapter-2

An overview of Sheraton Dhaka

2.1 Introduction to Sheraton Dhaka:

Nestled in the vibrant heart of Dhaka, Sheraton Dhaka stands as an epitome of modern sophistication and luxury. Centrally located at 44 Kemal Ataturk Ave, Dhaka 1213, Bangladesh, this 5-star luxury hotel is an integral part of the renowned Marriott International group.

Sheraton Dhaka offers a seamless blend of elegance and convenience, providing a luxurious haven for both business and leisure travelers. Boasting 262 guest rooms and suites, including club rooms, executive rooms, and a lavish presidential suite, the hotel caters to the diverse needs of its discerning clientele.

Conveniently situated approximately 9 kilometers from Hazrat Shahjalal International Airport, Sheraton Dhaka provides easy access for travelers. Taxis and rickshaws are readily available, ensuring a smooth journey to and from the airport.

The hotel's prime location in the Banani neighborhood, a thriving business and diplomatic district, adds to its allure. Nearby attractions, including Gulshan Lake, the National Museum, and the Parliament Building, make Sheraton Dhaka a gateway to the city's cultural and historical landmarks.

Sheraton Dhaka, as part of the Marriott International group, upholds the highest standards of hospitality. The hotel's commitment to excellence is reflected in its state-of-the-art facilities, personalized services, and dedication to creating memorable experiences for its guests.

This introduction sets the stage for a comprehensive exploration of Sheraton Dhaka's Human Resource approaches during the pre-opening stages, shedding light on the strategies employed to transform the hotel into a profitable and sustainable organization.

2.2 Background of Sheraton Dhaka:

The Sheraton Dhaka redefined hospitality when it opened its doors in [insert year], shining as a beacon of luxury in the center of Dhaka. After [insert time period] years of devoted building, which began with the breaking of ground, the magnificent establishment stands proudly today.

Carefully selected by forward-thinking investors, the management team was established, and in [insert month and year], hiring and training started, culminating in a thorough program in January [insert year]. In April of [insert year], Sheraton Dhaka opened its doors, providing a luxurious experience with unmatched decor.

Sheraton Dhaka is more than just a building; it is a symbol of greatness. The home has been upgraded via recent renovations that have combined modern luxury with classic charm. It has shaped the city's hospitality scene and is a monument to sophisticated comfort and style.

YEAR OF ESTABLISHED	Pre-opening stage
Type of Hotel	5-star luxury hotel
Group	Marriott International
Address	44 Kemal Ataturk Ave, Dhaka 1213, Bangladesh
Telephone	+880 2 985 1188
Email	dhaka.sheraton@marriott.com
Transportation	Located about 9.3 kilometers from Hazrat Shahjalal International Airport. Taxis and rickshaws are available.
Accommodation	262 guest rooms and suites, including club rooms, executive rooms, and a presidential suite.
Location	Banani neighborhood, Dhaka - a business and diplomatic district. Close to attractions like Gulshan Lake, the National Museum, and the Parliament Building.

2.2.1 Mission of Sheraton Dhaka:

Sheraton Dhaka's mission is to provide top-notch hospitality in Dhaka, exceeding guest expectations with personalized service and luxurious amenities. The hotel aims to nurture a passionate team, contribute to the city's economic and social development, and uphold the Sheraton brand's legacy of comfort, reliability, and cultural charm in Bangladesh.

2.2.2 Vision of the Hotel:

Sheraton Dhaka aspires to be Dhaka's foremost destination, celebrated for exceptional guest experiences, cultural immersion, and sustainable hospitality. The hotel aims to foster a leading team, drive positive community impact, and pioneer innovation within the Sheraton brand, shaping the future of hospitality in Bangladesh.

2.2.3 Organization Chart of Sheraton Dhaka:



Noor Ali
Managing Director
Unique Hotel & Resorts

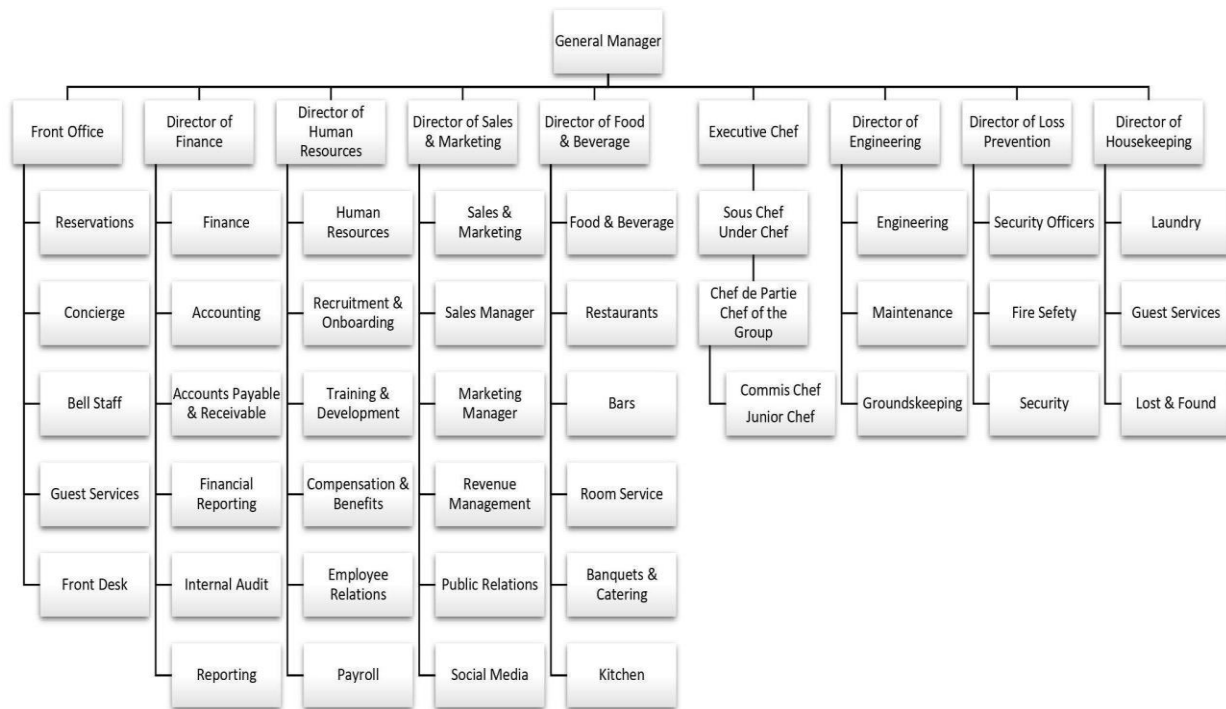


Salina Ali
Chairperson
Unique Hotel & Resorts



Shakawat Hossain
Chief Executive Officer
Unique Hotel & Resorts

Board of Directors of Sheraton Dhaka



2.3 Description of the Department:

Sheraton Dhaka's organizational structure is meticulously designed to ensure efficient operations and a seamless guest experience. Key leadership positions guide various departments, each contributing to the overall success of the hotel. The following is an overview of the main departments and their respective directors:

Department	Director	Responsibilities
Front Office	Director of Front Office	Manages guest interactions, reservations, and concierge services, and ensures a smooth check-in and check-out experience.
Finance	Director of Finance	Oversees financial matters, including accounting, budgeting, and financial reporting, ensuring fiscal stability and compliance.
Human Resources	Director of Human Resources	Manages recruitment, employee relations, training, and benefits to cultivate a positive workplace culture and employee satisfaction.
Sales & Marketing	Director of Sales & Marketing	Develops and implements strategies to drive sales, enhance marketing efforts, and promote the hotel to target audiences.
Food & Beverage	Director of Food & Beverage	Supervises dining operations, including restaurants, bars, room service, and banquets, ensuring high-quality food and service.
Executive Chef	Executive Chef	Heads the culinary team, oversees menu planning, and ensures the quality and creativity of food offerings throughout the hotel.
Engineering	Director of Engineering	Manages maintenance, groundskeeping, and engineering projects to maintain the physical integrity of the hotel's facilities.
Loss Prevention	Director of Loss Prevention	Focuses on security and loss prevention strategies, safeguarding the hotel against potential risks, and ensuring guest safety.
Housekeeping	Director of Housekeeping	Oversees housekeeping operations to maintain cleanliness, hygiene, and overall guest satisfaction in guest rooms and public areas.

2.3.1 Front Office:

The FO department of SHD consists of a front desk, salon, spa, gymnasium, and swimming pool.

Shine Spa

It is one of the key revenue generators for SHD, which provides world-class service and is managed by highly trained Thai spa therapists.

They provide many options for guests such as:

Ayurvedic Treatment, Body Scrub, Body Wrap, Couples Massages, Eye Treatment, Facials, Foot Bath, In-Suite, Massages, Lip Treatment, Manicures/Pedicures, Massages, Men's Services, Paraffin Hand Treatment, Scalp & Hair Treatment, Separate Men & Women's Lounges, Steam Room, Therapy Bath, Waxing.

Swimming Pool

One of the most beautiful and highly maintained swimming pools in Dhaka is situated on the 27th floor of SHD. It provides personal trainers and various packages for learning to swim for both kids and adults.

Gymnasium

They provide Locker rooms, Sauna rooms, and Steam Rooms.

And has a variety of equipment like a boxing Zone, Rope Slam, Hot Stone Bed, Cardiovascular Equipment, Elliptical Machine, Exercise Bike, Free Weights, Stair Climber, Strength Equipment, Treadmill, etc.

2.3.2 Housekeeping Department:

The Housekeeping at Sheraton Dhaka holds a vital role in maintaining the highest standards of cleanliness and guest satisfaction throughout the hotel.

Though their work is still limited as room division is still yet to open in SHD, they still do a fantastic job in maintaining the cleanliness of every other part of the hotel.

2.3.3 Food and Beverage Service Department:

It is the biggest revenue generator for SHD as it has various restaurants and bars such as:

Garden Kitchen

An amazing restaurant with a fantastic view from the 14th floor, which is now trending as the number 1 restaurant near Dhaka on TripAdvisor. It provides many options for guests including their most famous buffet lunch. You can purchase for 10,000 tk per person only -but pay with a Dhaka bank card you get a Bogo offer as well.

Yumi

The best authentic “Japanese restaurant” in Bangladesh. Supervised by master chef “Hiromi Yonekawa”. Rated by more than 100 foreigners and many locals as the most authentic Japanese restaurant in Bangladesh.

2.3.4 Food and Beverage Production Department:

Under the insightful eye of the Executive Chef Mr, Erhan Demir from Turkey, SHD’s F&B Production can easily cope with any kind of situation.

Mehmet Aslan, Sait Dursun, Ahmed Guler, and Kharak Singh are some of the many masterminds who work here to make every guest satisfied.

2.3.4 Human Resource Department:

The Human Resource Department at Sheraton Dhaka plays a central role in fostering a positive workplace environment, managing personnel, and supporting the hotel's overall success. Led by the Director of Human Resources, this department is responsible for various aspects of employee recruitment, development, and well-being.

2.3.6 Sales and Marketing Department:

The Sales and Marketing Department at Sheraton Dhaka is at the forefront of driving revenue, promoting the hotel's brand, and ensuring a robust market presence. Led by the Director of Sales & Marketing, this department employs strategic initiatives to attract guests, maximize bookings, and enhance the hotel's overall visibility.

Revenue Growth, Market Penetration, Targeted campaigns, Teamwork and Innovation, Data-driven decisions, Guest Satisfaction assuring, Positive reviews and ratings, and Loyalty programs. Social media engagement - is one of many ways they are serving the brand and boosting profit for the company.

2.3.7 Account & Finance Department:

The Accounting and Finance Department at Sheraton Dhaka is an integral component of the hotel's operations and is responsible for managing financial transactions, ensuring compliance, and providing accurate financial information for strategic decision-making. Led by the Director of Finance, this department plays a critical role in maintaining fiscal integrity and supporting the overall financial health of the hotel. The department handles accurate financial reporting, budgeting, accounts, internal controls, audits, financial analysis, cash management, and tax compliance for the hotel.

2.7 Conclusion:

Sheraton Dhaka stands as a beacon of luxury and hospitality, offering an unparalleled experience to its guests. As a flagship member of the Sheraton brand, the hotel leverages its established reputation to provide world-class service and amenities. The prime location near the airport and business districts adds to its appeal, catering to the needs of both business and leisure travelers.

The hotel's strengths lie in its prestigious brand, extensive facilities, and a skilled workforce dedicated to delivering exceptional service. The commitment to maintaining a luxurious environment is evident, supported by ongoing staff training and a focus on guest satisfaction.

However, challenges such as high operational costs and dependency on tourism trends are areas that require strategic attention. The competitive landscape, coupled with the need for continuous maintenance and renovations, presents ongoing hurdles that demand thoughtful management.

The hotel must remain vigilant against external threats such as economic downturns, external events, and changes in regulatory landscapes. Diversifying marketing strategies, reducing dependency on online travel agencies, and adapting to evolving customer preferences will be crucial in navigating these challenges.

Chapter-3

Introduction to the Human Resource Department of “Sheraton Dhaka”

3.1 Human Resource Department:

Currently, it consists of the team of:

Iftekharul Alam(CDHR), Saidur Rahman(ADHR), Mahmuda Akter Proma(Training Coordinator), Benazir Ahmed(MTO), Rezaul Islam(Executive), Dominic Holsona(Nurse).

Under the management of this team, Sheraton Dhaka has been able to maintain a smooth payroll system every month while taking care of other employee well-being sectors including medical care as well.

3.2 Background of the Human Resource Department:

The Human Resource department at Sheraton Dhaka plays a pivotal role in ensuring the seamless functioning of the hotel's workforce. As an integral part of the organization, the HR department is responsible for managing various aspects related to the hotel's most valuable asset – its people.

The HR department at Sheraton Dhaka is dedicated to attracting, developing, and retaining top-tier talent. This encompasses a wide array of functions, including recruitment, onboarding, training and development, compensation and benefits administration, employee relations, and adherence to labor laws and regulations.

The department acts as a strategic partner, aligning the goals of the hotel with the skills and aspirations of its employees.

With a focus on talent management and continuous improvement, the HR department ensures that Sheraton Dhaka remains an employer of choice in the competitive hospitality landscape.

3.2.1: Mission

The current mission for Sheraton Dhaka HRD is to somehow transform a pre-opening stage hotel like Sheraton into a profitable organization while making sure of both employee well-being and customer satisfaction.

For that, the HRD has adopted several steps like- providing each and every employee with medical care and insurance as well. Giving 50% discount on many items for every Marriott employee.

Various programs such as -” Appreciation Week” are often held on the premises when we thank our employees with various events, gifts, and special food.

For cost-cutting, we try to save as much energy as we can by keeping the light and air condition off from rarely used back areas. There is also a campaign ongoing by the HR team, which is -” No

bin day”. On any 2 days a week, we put the trash bin out of the employee cafeteria. So, each employee takes only as much as they can consume and no one can waste any food.

Besides, the HRD has issued a strong warning in the kitchen and storage to make everyone more cautious about not wasting any food.

3.2.2: Vision

Our vision is to transform Sheraton Dhaka into one of the leading hotels and one true destination for luxurious stays in Bangladesh. The HRD is working hard on that behalf by Recruiting skilled people and training every employee to be at their best. We believe in what JW Marriott once said- “Take good care of your employees, and they will take good care of your customer, and the customer will come back”

3.2.3: Organization Chart of the Department:



3.3 Outlet Description of the Department

The HRD of Sheraton Dhaka is situated on the P2 floor of the 27th building. I can't show any inside photos due to HR's confidentiality but it has one office, where there is a separate room for The Director, another one for taking interviews and another part has three desks where the MTO, Training coordinator, and MTO's workstation is situated. It has another storage room inside it where we store all of the files and documents.

There is a medical center on the same floor where a doctor or nurse is always there to provide 24/7 service.

The last one is situated on the P1 floor which is actually our training room, where we take orientation and various other learning sessions.

3.4 Coordination with other Departments:

The HRD maintains a close connection with the Finance department. Every costing, budget, and payroll is closely monitored and discussed by these departments.

LP is also closely connected to HRD as HRD decides and instructs them about every necessary security step and works together on that behalf.

As for F&B service, F&B Production, and the Front Office, the HRD makes sure that they follow every standard set by Marriott, and that no one does anything against company policy.

For any inconvenience like lift problems, or washroom blockage - everyone just informs HRD, and we send someone from the Engineering department to take care of it.

Any rule-breaking misconduct is to be directly reported to HRD regardless of the department and the disciplinary action is also taken care of by the HRD.

3.5 Conclusion

Sheraton Dhaka HRD is a department of skilled professionals and experienced individuals. One can always learn many important skills while being a trainee or colleague with them.

They have been doing an excellent job since the opening and they will reach their goal in no time.

Chapter 4

Discussion and Analysis

HR Process of Recruitment and Selection

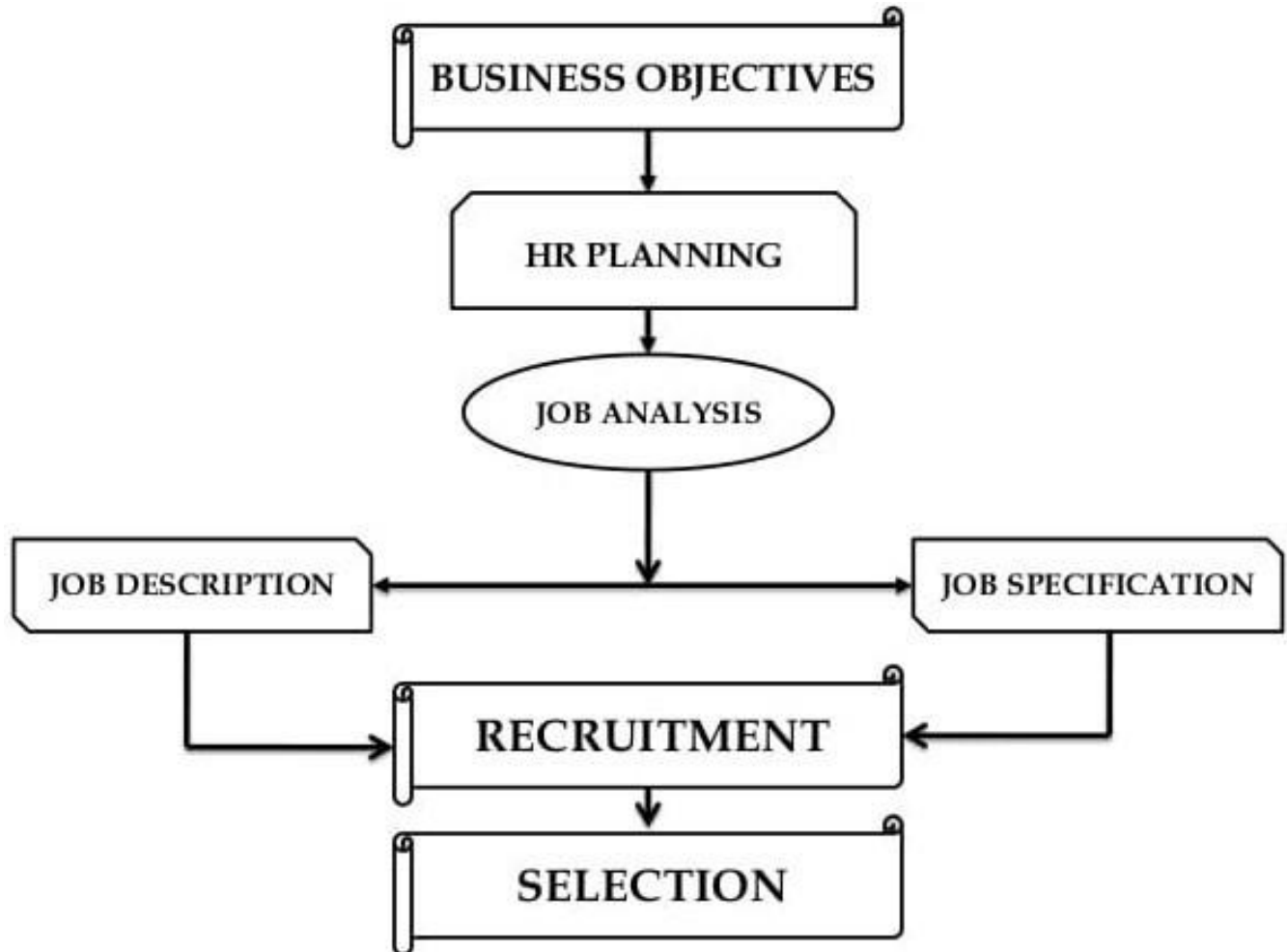


Chart: HR Process

4.1 HR Process- Explanation:

While assisting with the recruitment process, I got to work with the best professionals in today's business and they taught me why it is an important part of a company and how to conduct it.

The recruitment function of HR works by analyzing the recruitment of a job, attracting suitable candidates to the position, carefully observing and pointing out all the worthy candidates, hiring them, and seamlessly integrating new employees and roles into the organization.

Recruitment:

It is a process of attracting individuals with an appropriate qualification and relevant skills, in sufficient numbers to apply for the vacant position within the organization. It is a long process usually performed by the HR department which involves the following steps:

1. Analyze the job requirement
2. Advertising the vacant position
3. Attracting the relevant talent
4. Managing responses
5. Carefully examining applicants
6. Shortlisting candidate

Selection:

Selection is the process of choosing the right candidate among the shortlisted candidates, and providing them with a job within the organization. Selection is the process in which various strategies are applied to help the recruiter decide which applicant is best suited for the job. The steps which are involved in the selection process are:

1. Screening
2. Exclude unsuitable/less qualified candidates
3. Conducting tests, intelligence tests, personality tests, etc.
4. Taking Interviews
5. References and background checking
6. Make a final hiring decision
7. Final selection and make a job offer to negotiate.

Job Analysis:

Any job vacancy cannot be filled until and unless the HR manager gets two sets of data that are job description and job specification, these two are integral parts of job analysis that define the job fully and guide both employer and employee on how to go about the whole process of recruitment and selection. Both data sets are extremely important for creating the right fit between job and talent, evaluating performance analyzing needs, and measuring the worth of a particular job.

Job Description:

It sums up the duties, tasks, or the work that the candidate has to perform after being hired for the particular position which includes:

- Job title: The headline of the Job description will contain the job title or designation the person is being appointed to.
- Job location: This part mentions which branch of the company he/she will work in. This includes address as well.
- Job Summary: Duties, responsibilities, and other things that must be performed or to be expected from the recruits.
- Reporting to Who will she/he will work under, and who will be the reporting boss- this part mentions that.
- Working conditions: The environment or pressure the recruits will work under.
- Job duties: Common duties that are meant to be performed by the position holder,
- Machine to be used: Required skill that needs to operate every machine in the office.
- Hazards: Safety concerns and guidelines for wastage removal.
- General laws and house rules: Company policies and welfare regulations.

Job specification:

It is the statement of the qualifications, personality traits, skills, etc. that are required by the individual to perform the job after they are hired. Things that are mentioned in the J.S are:

- Required qualifications/ education
- Specific quality/skills
- Length or time of experience
- Communication skills
- Leadership skills
- Physical skills
- Age limit

- Gender
- Duties/ Responsibilities involved
- Ethics

4.1.2 Standard procedure of recruitment:

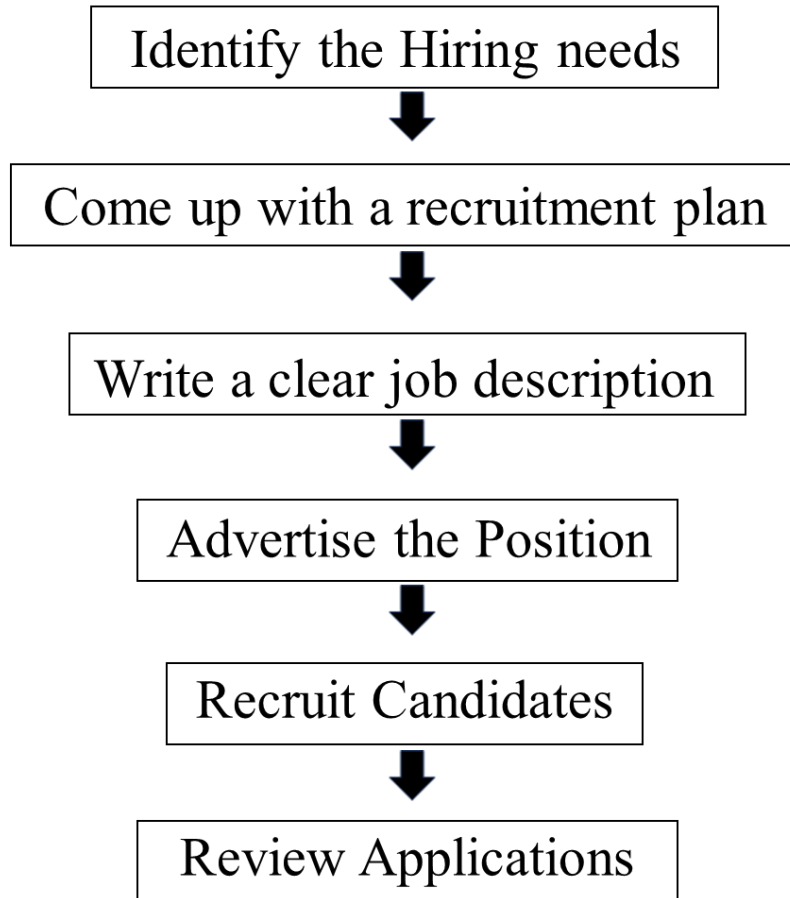


Chart: Standard Procedure of Recruitment

Identify the hiring needs:

Defining the hiring needs is the first and most important thing in the recruitment process. There could be various reasons, such as:

1. Increased workload: Increased workloads can stress out employees, new members could help the team in facing the workload,
2. Talent gap: Due to employee turnover, a talent gap could occur in a position,

3. Promotion: Internal promotion could leave the previous post of that employee empty, that needs a new member,
4. Lack of skill necessary on the field: If the previous employee is showing a lack of skill or failing to adapt himself to the change, a new recruit is necessary then,
5. Specific target fulfillment: An expert on the field is sometimes hired for a specific reason, like to achieve the target that was set by the management.

Come up with a recruitment plan:

In this process, the management needs to determine -

1. What kind of skills are needed for each vacancy,
2. How to advertise the new position,
3. All the criteria that need to be followed for initial candidate screening,
4. Who will conduct the interview process,
5. Decide who will be the trainer of the hired team.

Write a clear job description:

1. Note every duty, responsibility, and task that the selected person will be required to perform,
2. If there is a possibility of future relocation on the job, it needs to be mentioned,
3. Focus on the key skills and qualifications needed to perform the job,
4. The company's commitment, diversity, and culture should be highlighted as well.

Advertise the job position:

Decide where and how to advertise the job posting.

The more platforms used to advertise the job, the more variety of candidates will apply.

Various job-related websites like- kormo, Niyog and nowadays Facebook also work fine as an advertising platform.

Recruit candidates:

In order to increase the chances of finding worthy candidates, the management will need to recruit them actively using:

1. LinkedIn
2. Social media
3. Contact number
4. Email.

Review applications:

It is recommended to use a blind board process, if possible, to eliminate bias- which hides the candidate's name and other identifying information.

Search for the similarity among quality and skill needed for the vacant position and what kind of skill and quality the candidates offer in their CV.

4.1.3 Steps of the Recruitment Process in Sheraton Dhaka:

The process needs to follow through several steps chronologically. Here are the steps:

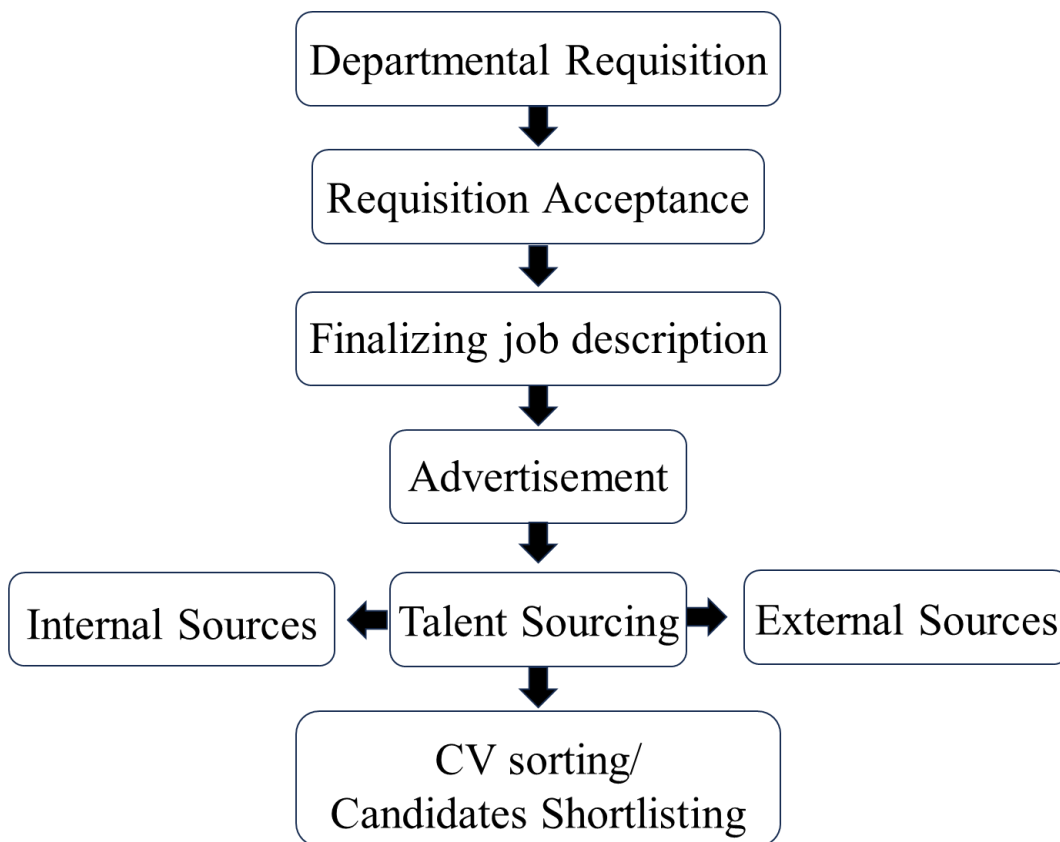


Chart: Recruitment Process of Sheraton Dhaka

Departmental Requisition:

First of all, a department has to request a new recruitment they need with a departmental requisition form. The form contains information about what kind of recruits that departments want for which position.

It usually contains the designation of the desired recruits, such as - Sous Chef for the Culinary Department, Waiter for F&B service, MTO for finance, Executive for HR, Spa therapist for the front office, LPM for loss prevention Department, etc.

Requisition Acceptance:

A small meeting, containing the CEO, GM, and Director of HR is held after that with the presence of the respected department head who requested the new recruit for his/her department.

This meeting is conducted to determine whether it's truly necessary to hire a new person and how it can smoothen our daily operations.

If all of them agree that this new recruitment is necessary, then the next process begins.

The respective department had to make the requisition form and forward it to HR with their department head's signature.

After HR approves it, it goes for the CEO's and GM's sign.

After that, the MD's sign is also collected.

Finalizing Job Description:

For any vacant or open position, it's important to write a thorough and convincing job description. This is an essential part for both the candidate and the company for further well-being.

Job description is a very sensitive matter as it can prevent or create many legal issues in the future. So, the job description must clearly mention what is to be expected from the new recruits and what his/her duties should be along with the things he/she should avoid doing.

Employees' acknowledgment sign on the job description paper is a must for any organization that wants to avoid getting into trouble with labor law.

Advertisement:

HR then advertises the job opening on various platforms and tries to get the best candidates possible through internal and external sources.

The advertisements usually contain text like - "We are hiring" "Build your Career with us" etc.



Build Your Career in the Sheraton Community

Bringing the world together for over 80 years, Sheraton is at the heart of a global, caring community that empowers you to grow and reach for your full potential. We are currently hiring for the following positions at Sheraton Dhaka

JOB ID#	JOB TITLE
1.	Sous Chef- Banquet/ All day dining
2.	Chef De Partie- Banquet/ All day dining
3.	Chef De Partie- Pastry & Bakery
4.	Chef De Partie- Commissary Kitchen
5.	Chef De Partie-Garde Manger
6.	Team Leader- Banquet (F&B Service)
7.	Waiter- Banquet/ All day dining

Please mention the position title in the subject line while applying.
Please share your profile to (saidur.rahman@marriott.com)

Marriott International is an equal opportunity employer that does not discriminate on the basis of disability, veteran status or any other basis protected under federal, state or local laws.

Sheraton Dhaka, Banani,
Bangladesh

Reach for your full potential at sheraton.com/careers

FIND YOUR WORLD™

Photo: An Advertisement

Talent Sourcing:

An organization often advertises and seeks new talent through 2 sources.

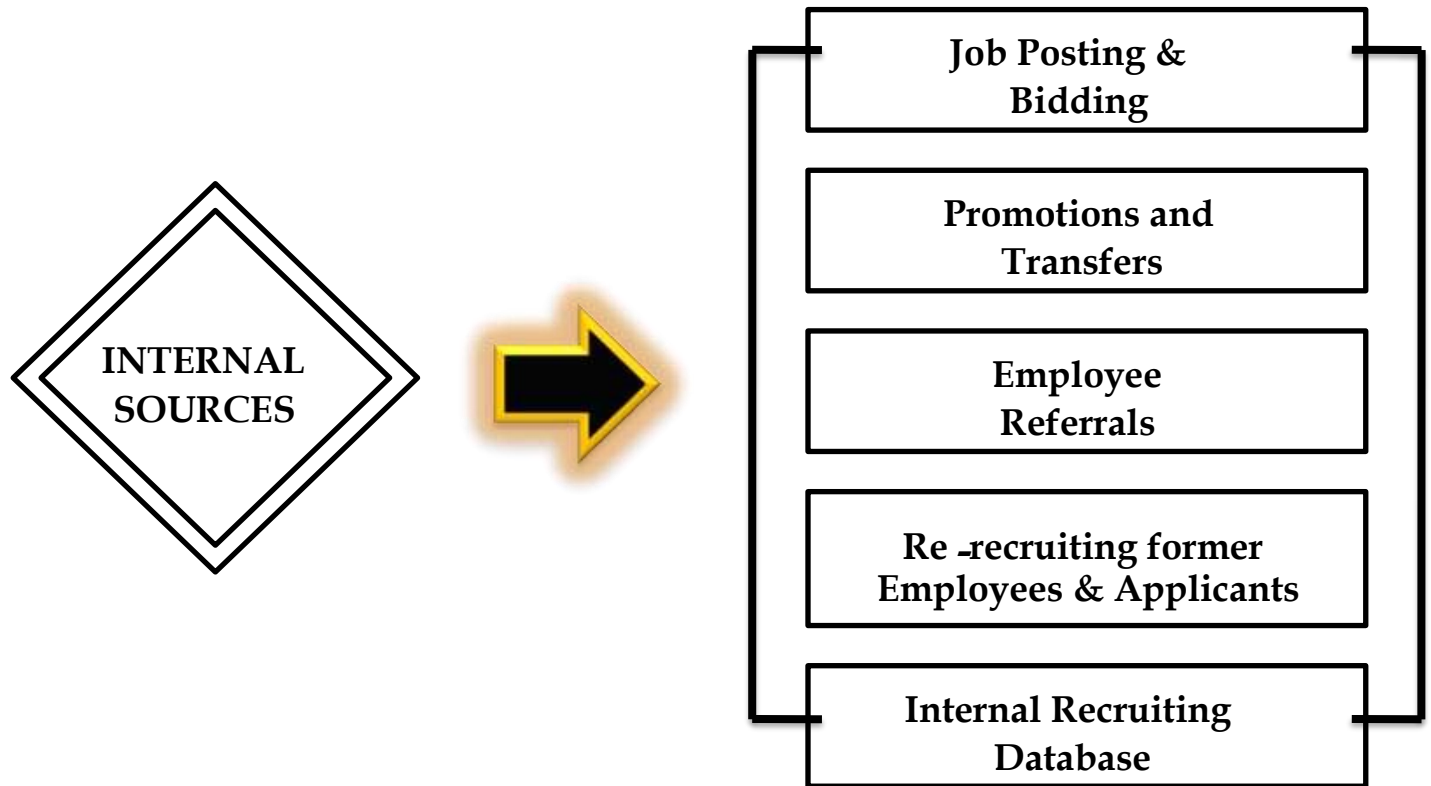


Chart: Internal Sources

1. Internal Sources:

Promotion and transfer: Sheraton Dhaka often recruits talents that are already working in other “Unique Group” properties, such as The Westin Dhaka, Hansa- A Premium Resident, etc. If someone has been working on that property for a few years then they are already familiar with the corporate culture of “Unique Group” which often leads them to be directly hired by “Sheraton Dhaka”.

Employee referral: It also works as a vital medium on this behalf. It means using personal contacts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that “it takes one to know one”.

Domestic Sources: “Sheraton Dhaka” is under the ownership of “Unique Group” and it often collects talent from internal sources, as “Unique Group” has a lot of other establishments as well. Such as – Borak Polytechnical Institute.

A student who completes their courses from Borak Polytechnic has a high chance of getting an internship or job in “Sheraton Dhaka” as they are from an institute that is under the same ownership as Sheraton Dhaka.

Hansa Management Limited: It is also a property of “Unique Group” which works as a third party. It takes interviews from various candidates from various sectors and then forwards the worthy candidates to SHD. They mainly help “Sheraton Dhaka” on collecting security personnel. Employees from ‘HANSA’ get their salary and service charge from ‘HANSA’. They share very little financial bond with Sheraton or The Westine.

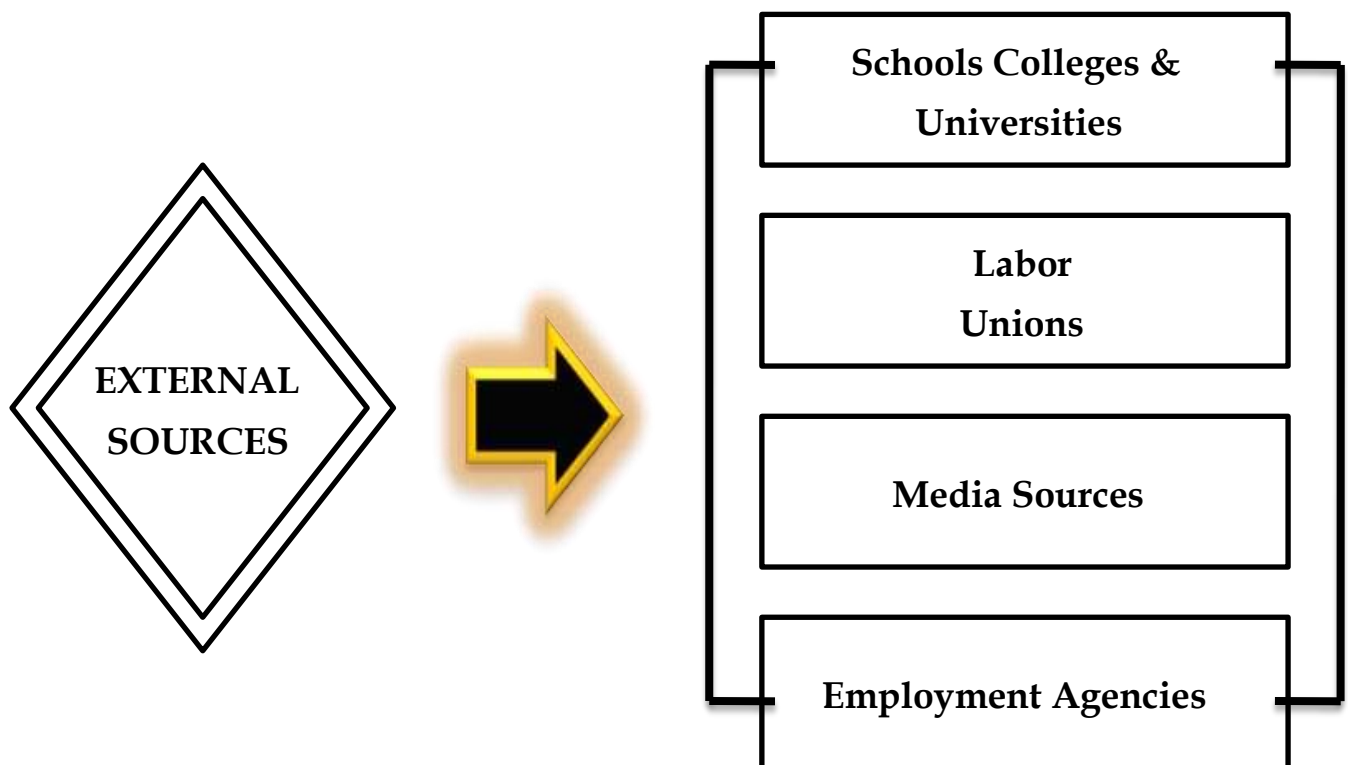


Chart: External Sources

2. External Sources:

External sources are also used by SHD, especially when hiring for a higher position such as Cluster Director of HR, Director of Loss Prevention, Executive Chef, etc.

Executive-level chefs are mostly interviewed by third-party establishments or via video conference and they are mostly from foreign countries like Turkey, Japan, and India.

Loss Prevention officers are mostly from military backgrounds. Retired Major or officers from the Navy, Army, and Air Force have a high chance of getting recruited for those postings.

Apart from that, Sheraton Dhaka also collects talents from external sources by posting job circulars via online platforms, and anytime CV collecting facilities and it also organizes various job fairs in many convention centers and universities by which SHD has been able to gather a lot of candidates from external sources very easily.

CV Sorting:

This is the part where Sheraton HR sorts out a handful of CVs for the next process from all the applicants who dropped CVs.

This is a crucial part, an HR person needs to be skilled enough to point out CVs that are most suitable for the needed position.

Usually, educational background, training gained by the applicant, and previous job experience are the points that we focus on mainly. A worthy candidate must have good educational background, sufficient training regarding the post he/she is applying for, and a satisfactory previous related job experience that assures that the person is capable of handling this kind of work.

4.1.4 Selection:

The recruitment process is followed up by the selection process, which ensures the best professionals can be selected for the further welfare of the establishment:

Those are the procedures that are followed by SHD while the selection process is going on:

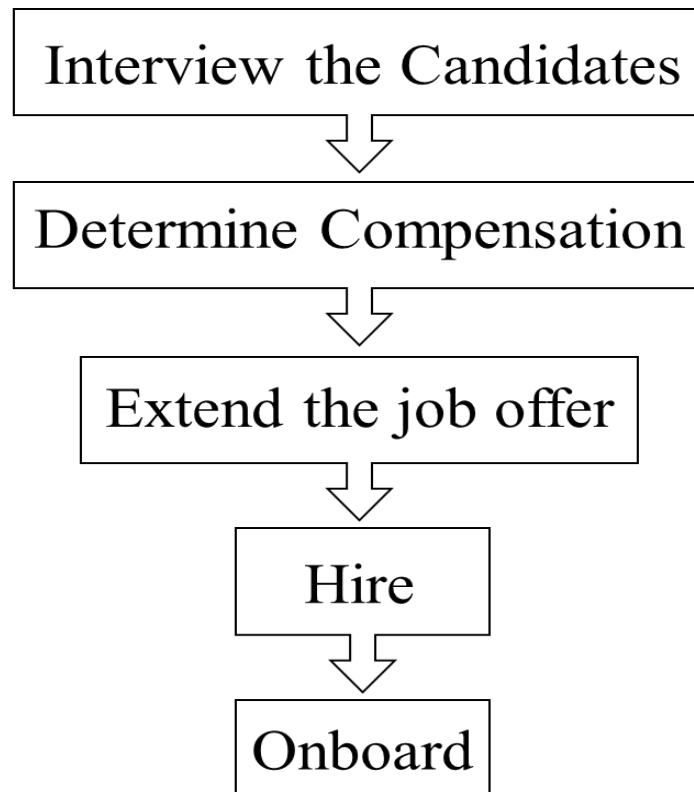


Chart: Selection Process

Written test and evaluation:

After CV sorting, candidates are called to sit on a written exam regarding his/her applied department.

This process helps us find out if that person has enough knowledge in that particular field.

The question paper contains short questions regarding the work field as well as practical scenario-based questions where the applicants had to elaborate on how they solve those kinds of problems or situations.

If a participant can satisfy the examiner with an answer, then they can proceed to the next process.

Interview:

An interview date is scheduled by HR and the candidates.

HR director and a representative for the department the applicant applied must be presented while taking the interview.

The department head or the second-in-command is usually present while taking the interview. The interviewer takes a test on the deep knowledge of the candidates in the particular field of work. This is the final process where the company decides if that candidate is suitable for them, or not. Each interviewer receives an interview evaluation form where they mark the candidates on various sectors and note their findings such as weaknesses or strengths of the participants.

Interview Evaluation					
Interview Information					
Applicant Name:	_____	Interview Date:	_____		
Position:	_____	Salary Requested:	_____		
Interviewer:	_____	Date Available:	_____		
Evaluation					
	Excellent	Good	Fair	Poor	Notes
Enthusiasm					
Work Experience					
Education					
Required Skills					
Attitude					
Appearance					
Comments					

Photo: Interview Evaluation Form

Negotiations:

If the candidate did well on both the written exam and interview. Then we have to negotiate with him/her about their desired position, salary, etc.

Suppose, a person was interviewed and reviewed by the interviewer as a suitable candidate for a management trainee officer for finance, but she/he wants to join as an Executive or something else. The company offered him a salary of 25 thousand with a 35% service charge. But he/she wants it to be raised to 30 thousand salary with a 50% service charge.

Therefore, the management has to sit in on a meeting with him/her to negotiate all the terms again and come up with a more reasonable option that benefits both the company and the applicants.

Prior joining activities:

Police verification and medical clearance are required for joining Sheraton Dhaka.

I was appointed by the ADHR with the responsibility to look after that process so that every new recruit had those chores done before joining.

i. Police verification: I make every new recruit's Police verification forwarding letter and assist them in getting it done. It's a crucial part as even a single typing mistake can cause problems for the recruits. I make the forwarding letter following the recruit's NID and guide him for the next process when he/she has to go to the SBI headquarters police to get the verification process started. Without police clearance, we can't accept any recruit to join our property. But this process takes time as the police usually take a month or two to give clearance to a person.

So, until the police clearance arrives, we request the new recruit to supply us with his character certificate collected from their area's Chairman.

ii. Medical clearance: I make the forwarding letter and send the recruit to a hospital designated by our management to get medical clearance.

The recruit went through various medical tests there and if the hospital clears them from any contagious disease, then the recruit is cleared to join Sheraton Dhaka.

Joining:

The joining process starts with inputting the new recruits' info into the system, which includes both M-hub and Impulse Hris.

The recruit needs to fill up all joining documents such as joining reports, employee information forms, emergency contact forms, nominee forms, etc.

With the seal and sign of the HR head on the recruit's joining paper, the recruit finally becomes one of our valuable employees.

Filing and documentation:

The new employee is then required to read and carefully sign all the acknowledgments we give him and provide us with all the necessary documents we want.

The new recruits need to provide us with NIDs, educational certificates, and any training certificates he has undergone, while we provide them with every Marriott policy, job description, and other necessary documents which they sign acknowledgment after reading carefully.

4.2.1 Task and Duties Performed during the Internship Program:

1. **Maintaining medical consciousness:** Every employee must go through a medical check-up so that we can be sure that man is free from any contagious disease that can affect others and harm our business. That part is to be supervised by HRD and I learned how to forward them to the hospital with our forwarding letter. I made sure that every person had medical clearance before joining.
2. **System input for new recruits:** One of my duties was taking new joining for both trainees and paid employees in “Impulse Hris”.
In that process, I learned which documents we must collect from them and which documents we should provide.
The documents we received from them: NID, Photograph of the employee and nominee, Nominee’s NID, Birth certificate, Character certificate, Release letter(From previous job), Educational certificate and any other training certificates he or she claims to have completed.
Documents we provide: JD, Copy of every Marriott Policy. I had to make sure that they understood every rule and signed them consciously.
3. **Time management:** Our time had to work in between very short deadlines on various occasions, we all had separate parts in it.
4. **Teamwork:** Being a team player was a must as each of our works was mostly connected.
5. **Police verification forwarding:** One of my main duties was to ensure that every new recruit has Police clearance and has no criminal background. That broadened my knowledge of how the process works. I got to know many reasons why it is important, how to make forwarding letters for it, and why a man or woman can get a bad impression in PV.
6. **Impulse HRIS:** An easy-to-use software for many uses including taking new joining. I took many joinings using that platform.

4.2.2 Task and Duties I have observed in the Organization:

1. I participated in many trainings such as Bomb threat response, fire drills, basic etiquette of the hotel industry, etc.
2. I voluntarily took the responsibility to distribute coffee mugs, watches, and some other items in exchange for a “wow card” gained by the employees, which is a token provided by every supervisor for doing something extraordinary.
3. SHD and The Westin Dhaka often exchange their employees without much prior notice, so took the responsibility to collect every file of transferred employees to Sheraton Dhaka from Westin Dhaka by making copies of those files from Westin Dhaka.
4. Cost-cutting and Waste minimization program from Sheraton HR.
5. Appreciating employees through different ways for good work, such as – wow card, and appreciation week.
6. Ensuring the safety and comfort of international and important guests.

4.2.3 Other Relevant Activities:

I had a wonderful time while doing an internship at Sheraton Dhaka as an HR trainee in the Human resource department. Not a single day passed without me learning some new things. It was a six-month-long learning session, which will forever be in my memory. I was able to improve my communication skills as I worked with many locals and foreigners every day from different countries.

I was able to see many conflict management, and guest complaint handling from them.

I also learned how Marriot takes disciplinary action if anyone does anything wrong.

I was always attentive to my supervisor’s guidance and they appreciated my hard work and dedication to learning the work.

4.3 Constraints/Challenges:

Challenges Faced by Sheraton Dhaka (SHD):

- Minimal Revenue Generation: SHD still struggles to generate significant income from the pre-opening stage hotel, largely due to the room division remaining closed.
- High Employee Turnover: SHD experiences a concerning high rate of employee turnover, requiring efforts from management to minimize it.
- Overall Profitability: Achieving profitability for Unique Hotel and Resort under the Sheraton Dhaka brand remains a crucial challenge, dependent on a full hotel opening and effective brand management.

SHD can also consider adding more context, such as:

- Estimated losses due to low revenue: Mentioning specific numbers would further emphasize the urgency of addressing the financial issue.

- Reasons for high turnover: Briefly stating common reasons for employee departures could provide valuable insights.
- Strategies for brand profitability: Including planned initiatives or potential solutions for improving financial performance could enhance the overall outlook.

4.3.1 Academic Preparation

Theoretical Foundation vs. Practical Application:

- The academic degree in Human Resource Management primarily provides a theoretical foundation. While theoretical knowledge is crucial for understanding HR principles, it needs to be complemented by practical application to bridge the gap between theory and real-world scenarios.

Challenges in Learning Practical Terms:

- Similar to challenges faced in practical-based subjects, HR students may encounter difficulties in remembering and applying HR terms and concepts without hands-on experience. Exposure to real-world HR practices aids in better retention and application of theoretical knowledge.

Understanding the 'Why' Behind HR Techniques:

- Theoretical knowledge in HR allows students to understand the 'why' behind various HR techniques and strategies. It provides a conceptual framework for comprehending the underlying principles that guide successful HR practices.

4.3.2 Any missing knowledge and skills that need to be learned in the university which is relevant to the company or oneself as a future professional

Labor Laws and Regulations:

- Understanding local and international labor laws is crucial for HR professionals. A comprehensive knowledge of employment regulations, contracts, and compliance issues ensures ethical and legal HR practices.

Employee Relations and Conflict Resolution:

- Developing skills in managing employee relations and resolving conflicts is essential. This includes learning effective communication, negotiation, and mediation techniques to foster a positive workplace environment.

Diversity and Inclusion Training:

- In an international and diverse workplace like Sheraton Dhaka, understanding diversity and inclusion is crucial. University education should include training on promoting diversity, managing cultural differences, and fostering an inclusive workplace.

Talent Acquisition and Recruitment Strategies:

- Learning about recruitment strategies, talent acquisition, and workforce planning is vital for HR professionals. This includes understanding sourcing methods, conducting interviews, and employing effective recruitment techniques.

HR Technology and Software:

- Familiarity with HR technology and software used in the industry is essential. Learning to navigate HRIS (Human Resource Department Resource Information System) platforms and other relevant software enhances efficiency in HR processes.

4.3.3 Lessons Learned:

Working as an HR trainee at Sheraton Dhaka provided valuable lessons and insights that go beyond theoretical knowledge. Here are some key lessons I learned during my time in the HR department:

Effective Communication is Paramount:

- The importance of clear and effective communication cannot be overstated. From employee relations to conveying HR policies, effective communication fosters a positive work environment and minimizes misunderstandings.

Adaptability is a Key Skill:

- The hospitality industry is dynamic, and situations can change rapidly. Being adaptable and open to change is a crucial skill. It helps in navigating unexpected challenges and contributing to the overall success of the HR department.

Confidentiality is Non-Negotiable:

- Working in HR involves handling sensitive information. Maintaining confidentiality is non-negotiable. This lesson emphasized the importance of integrity and trust in HR roles.

Team Collaboration is Key:

- HR functions often require collaboration with different departments. Learning to work seamlessly with other teams and understanding their needs contributes to the overall success of HR initiatives.

Continuous Learning is Essential:

- The HR landscape evolves, and staying updated on industry trends, new regulations, and best practices is essential. Embracing a mindset of continuous learning ensures that HR practices remain relevant.

Employee Well-being is a Priority:

- Recognizing the significance of employee well-being goes beyond policies. Creating an environment that prioritizes mental and physical health contributes to a happy and productive workforce.

Chapter-5

Conclusion of the report

5.1 Findings:

1. Recruits with better opportunity: Sometimes a new recruit declines to join after every formality and procedure has been done. That mostly happens when they get a better offer from somewhere else. Then candidates from the waiting list are called to fill up the gaps. It happens frequently which is why HR shortlists some candidates after an interview just in case.

2. Internal sourcing: Sheraton Dhaka mostly likes to hire from internal sources, like- Hansa, and Borak Polytechnical Institute. Hiring or promoting from internal departments often creates a talent gap in the previous post of that employee, as it also might not find the best recruits possible.

3. Mandatory training programs: Each permanent employee of Sheraton Dhaka is required to complete a mandatory training session of 42 hours at least, in a year. That helps them develop their skill and broaden their knowledge. That goes the same for newly recruited employees as well. They need to complete some training before getting access to the system.

4. Complexity of work visa process: Foreign recruits sometimes face problems because of the complicated visa process in Bangladesh, which eventually hampers foreign recruitment. They often have to face problems when renewing their visa as well.

5. Faking training certificate/qualities: Many applicants don't possess the qualities they actually claim to have. It's the HR's duty to cross-check everything and be sure about new recruits. Through reference-check is needed to ensure authenticity.

6. Lack of female involvement: According to Marriott International, SHD must have at least 18% female employees, which is still at 14%. They're trying to fill up the gap as soon as possible by hiring worthy female candidates.

7. Health check-up is well maintained: Sheraton HR always makes sure that anyone who joins should have a proper health check which could determine if he/she is fit for the service. They must be free from any contagious disease. Every new recruit has to undergo a proper medical check-up before joining,

8. Absconded: If an employee is missing without any heads up for 15 days, he/she might be counted as absconded. After the first 10 days, the HR will call his emergency contact number. If they can't provide a serious and valid reason, then the employment of that employee will be terminated after the 15th day. It mostly happens when an employee goes abroad without letting the management know. And sometimes it's because of medical emergencies like accidents or surgery.

9. Legal Clearance: Every recruit must submit their info to a Special branch of the Police from where the police check their previous criminal history, and the legitimacy of their certificates and declare if they are fit to work in Sheraton Dhaka or not. HR departments ensure that every new employee goes through that process. But it's a lengthy process which takes 1-3 months.

10. Skipping Formalities: The requisition paper might stay unsigned by the MD and CEO before the candidates pass through interviews and negotiations. It happens mostly because of the busy schedule of the MD and CEO.

11. Dissatisfaction: If one employee gets promoted others often feel jealous or mistreated. It's bad for both the company and the employee as it can create dissatisfaction and hamper productivity.

12. Using only domestic connection: Advertising a vacant position often goes through internal sources, external advertising would have gathered more talented candidates. That's how Sheraton Dhaka managed to get a trusted potential employee through reference, though might not be the most skillful one.

13. High Turnover Rate: A high employee turnover rate after recruiting is also a major concern for SHD's management. The internal acceptable turnover rate is 10% whereas in Sheraton Dhaka it's around 25%. There are lots of reason behind it. Employee dissatisfaction, strict policies, and house rules are the main reasons.

14. Associate appreciation week: It is of one the best concepts Marriott follows to give something back to their employee. During this week-long program, associates get to participate in various sports events, are treated with fancy foods, and are rewarded with gift cards or coupons.

15. Cultural variety: Sheraton maintains a cross-cultural work environment which should be appreciated. Horizon and tribe people are hired frequently and treated equally as well. Many Japanese, Thai, Turkish, and Indian people work in Sheraton Dhaka with great harmony.

16. Medical Allowance: Every permanent employee gets health insurance which covers a minimum medical bill of 1700 tk per month for the employee and his/her family. The higher their designation, the more allowance they get. They also get partial coverage for operations or surgery in some hospitals. One doctor or nurse is always available in Sheraton Dhaka to take care of any illness or injury that occurs during business hours.

17. Sharing profit with everyone: Unique Hotel and Resort calculates its previous three-year profit and shares a part of it with its loyal employees who had served them well during those 3 years time. In 2023, each of their permanent employees got 32500 taka as a one-time loyalty bonus.

18. Using old job descriptions: Newly written job descriptions are not made often, mostly old job descriptions are used while taking new recruitment, which are not detailed or focused on the new recruits that got hired. Sometimes, when the post is sensitive, a few edits might take place in an old Job description paper.

19. Talent gap: It often occurs in the previous post of an employee because of internal hiring or promotion. This is why someone else is placed under the supervision of the promoted employee for at least a few months so that when that person is promoted, the one who was taking training can replace him easily.

5.2 Recommendation

The Sheraton Dhaka HR is already doing a fine job in maintaining the quality standard. There is still some space for many improvements. Those are some of my recommendations:

Increment and promotion system could be improved: If an employee thinks he/she is being ignored, they might feel dissatisfied and it affects their productivity. It is recommended for the management to set up goals for employees and yearly review their progress as well. If the company rewards its employees for doing great, then productivity will automatically improve. Just like J.W. Marriott said- “Take good care of your employees, and they’ll take good care of your customers, and the customers will come back.”

That’s how Sheraton Dhaka can also minimize the high employee turnover rate.

Continuous Professional Development is mandatory: Management should encourage every professional to develop more skills and be the better version of themselves each year. That's how employees can look after their personal growth while also being a valuable asset to the company.

Transparent Communication Channels: Establishing transparent communication channels within the HR department and other departments can ensure smooth information flow, timely updates, effective collaboration, and minimizing errors due to miscommunication.

Employee Training and Development: Implement targeted training programs for HR professionals to enhance their skills in areas such as talent acquisition, employee engagement, and performance management. This will contribute to a more skilled and adaptable HR team.

Enhanced Onboarding Experience: Further enhance the onboarding experience for new employees, by selecting less complex ideas, ensuring a smooth transition into the Sheraton Dhaka work culture, and fostering a sense of belonging.

Employee Feedback Mechanisms: Develop robust mechanisms for collecting regular feedback from employees, allowing for continuous improvement in HR policies, practices, and overall employee satisfaction.

5.3 Conclusion:

Concluding my internship at Sheraton Dhaka's Human Resources department has been an enriching experience, leaving me with invaluable insights and a newfound appreciation for the critical role HR plays in a successful hospitality environment. Throughout my journey, I witnessed firsthand the intricate dance between employee well-being, engagement, and ultimately, guest satisfaction. This hands-on learning has equipped me with practical knowledge and enhanced my understanding of HR principles in a real-world setting.

Overall, my internship at Sheraton Dhaka's HR department has been an enriching and transformative experience. It has equipped me with practical skills, valuable insights, and a passion for a career in Human Resources.

REFERENCES

6.1 References:

Here are some references to support to collect the organizational and other information:

1. C.S.Gowtham Chakravarthy & Poornima- A Study on Recruitment Process, 3943-3948
2. Patterson, C. E., & Jackson, S. E. (2010). Employee engagement: A review of its antecedents and consequences. *Journal of Organizational Behavior*, 31(5), 759-789.
3. Saks, A. M. (2006). Antecedents and consequences of employee engagement in the workplace. *Human Resource Management Review*, 16(2), 300-332.
4. Baker, M. A. (2012). *Pre-opening management for hotels: A practical guide*. Routledge.
5. Claver, E., & Pereira, R. M. (2017). Opening a new hotel: Critical success factors and lessons learned. *International Journal of Contemporary Hospitality Management*, 29(8), 1746-1760.
6. Yeoman, I., & McMahon, R. (2011). Luxury hotel revenue management: An integrative approach. *International Journal of Hospitality Management*, 30(4), 639-649.
7. Assaf, A. G., & Josiassen, W. (2015). *Revenue management for the hospitality industry: A practical approach*. Routledge.
8. International recruiting: How to get started & best practices | Localize. (2022b, May 1). Localize. <https://www.localize.com/blog/international-recruiting-how-to-get-started-and-best-practices#3--write-a-clear-and-compelling-job-description>.
9. Uzair, D. (2020, September 4). Recruitment and selection. https://www.linkedin.com/pulse/recruitment-selection-dania-uzair?utm_source=share&utm_medium=member_android&utm_campaign=share_via
10. Hotel in Dhaka | Sheraton Dhaka. (n.d.). <https://www.marriott.com/en-us/hotels/dacsi-sheraton-dhaka/overview/>
11. Sagar, R. K. T. (2015, January 13). Recruitment process, goals, sources, constraints, selection methods and difference between them. <https://www.slideshare.net/slideshow/recruitment-process-goals-sources-constraints-selection-methods-and-difference-between-them-43474042/43474042>
12. LinkedIn. (n.d.-b). https://www.linkedin.com/posts/saidur-rahman-50466621_hiring-marriott-urgentrequirement-activity-7030773036614094848-_11x/?originalSubdomain=bd
13. Template, J. C. (2019, March 13). *Employee Interview Evaluation Form*. Pinterest. Retrieved May 26, 2024, from <https://www.pinterest.com/pin/732679433113972559/>
14. Resorts, U. H. A. (n.d.). Unique Hotel and Resort PLC. https://www.uhrlbd.com/uhtml_board_directories.php

15. Baum, T. (2019). Human Resource Management for the Hospitality and Tourism Industries. Routledge.
16. Chan, E. S., & Hsu, C. H. (2016). Environmental management research in hospitality. *International Journal of Contemporary Hospitality Management*, 28(5), 886-923.
17. Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook of Human Resource Management Practice. Kogan Page.
18. Baum, T. (2019). Human Resource Management for the Hospitality and Tourism Industries. Routledge.
19. Breugh, J. A. (2013). Employee recruitment: Current knowledge and important areas for future research. *Human Resource Management Review*, 23(3), 285-304.