



Inspiring Excellence

The Affiliation Report on “A study on Human Resource Management Practices of the Bay Rose Gourmet Restaurant”

Supervised By:

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LETTER OF TRANSMITTAL

May 23, 2019

To

Md. Shamim Ahmed

Assistant Dean,

BRAC Business School,

BRAC University.

Subject: Submission of the affiliation report.

Dear Sir:

With due respect and immense pleasure I am submitting my affiliation report “**a study on Human Resource Management Practices of the Bay Rose Gourmet Restaurant**”. For partial requirement of affiliation program. It’s really an enormous prospect for me to collect vast information and grasp the subject matter in an appropriate way. I have found the study is quite attention grabbing, beneficial and insightful. I tried my level best to prepare an effective and creditable report. The report will provide crystal clear concept about the **study on Human Resource Management Practices of the Bay Rose Gourmet Restaurant**. I welcome your entire query and criticism on the report that’s beneficial for me as it will give me the opportunity to learn more and enrich my knowledge.

I hope you will consider the mistake that may take place in the report in the spite of my best effort.

Respectfully yours,

Saddam Ahmed

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STUDENT'S DECLARATION

I hereby declare that the report has been completely done by me and not to have used sources or resources other than the ones mentioned. This affiliation report is submitted as a partial fulfillment of the requirement of Masters of Business Administration.

I am Saddam Ahmed as an hereby declare that work presented in this report titled “**a study on Human Resource Management Practices of the Bay Rose Gourmet Restaurant**” is individually prepared by me after the completion of affiliation.

I also confirm that, the report is only prepared for my academic requirement not for any other purpose. It might not be used with the interest of opposite party of the cooperation.

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CERTIFICATE OF APPROVAL

This to certify that, the affiliation report on “**a study on Human Resource Management Practices of the Bay Rose Gourmet Restaurant**” is done by Saddam Ahmed, ID: 13264065, as a partial fulfillment of the requirement of Master of Business Administration (MBA) from the Department of BRAC Business School, BRAC University under my supervision.

I recommend submitting the report for further necessary action.

Md. Shamim Ahmed

Assistant Dean,
BRAC Business School,
BRAC University.

ACKNOWLEDGEMENT

All praise to God, the almighty, and the merciful. Without his blessing and endorsement this report would not have been accomplished.

The successful completion of this report might never be possible in time without the help some person whose inspiration and suggestion made it happen. First of all I want to thank my supervisor Assistant Dean, MD. Shamim Ahmed for guiding me during my Affiliation. Without his help this report would not have been accomplished.

I also, thanks to my parents, and some friends who keep on this long process with me, always offer support.

And finally I also express my sincere gratitude to all those who participated to prepare the report.

Saddam Ahmed

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Executive Summary

This report based on the affiliation program, partial requirement for the Masters of Business Administration at BRAC University. The main objective of this study report is to represent the human resource management practices of The Bay Rose Gourmet Restaurant.

Affiliation in Bay Rose was a great practical experience for my carrier life. Bay Rose is a first generation gourmet restaurant in Bangladesh. It provides equal employment opportunity for all Bangladeshi citizens. It is the policy of the organization to attract, retain and motivate qualified and skilled employees within the organization.

Bay Rose stands to give the most delicious, healthy and affordable food services in Narayanganj, amongst other restaurants.

Although there is some limitation, Bay Rose HR trying their best to input right people at right time and in right place. I tried my best to concentrate to write all the HR procedures of Bay Rose and recommended some issues for better HR system in Bay Rose.

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CHAPTER-1

INTRODUCTION

INTRODUCTION:

Eating is one of life's pleasure and pride – so is cooking and serving good food to others. A Restaurant is a commercial outfit which specializes in the preparation of quality food and to serve them to satisfy the customer's demands. Most Restaurants are also equipped with infrastructure facilities, table settings, and dining halls of various sizes to cater to needs of small gatherings to grandiose banquets to suit customer demands and above all, trained personnel to provide a satisfactory service.

A Restaurant is an eating place where people are served food, drinks and desserts for their money. The food is served normally within a building even though presently, one can be given packed food to be eaten away. Food in a Restaurant is prepared by chefs. Sometimes, Restaurants specializes in the kind of food they offer.

1.1 Origin of the Study

I have conducted this report on a study on Human Resource Management Practices in “**Bay Rose Gourmet Restaurant**”. My honorable supervisor assigned this topic, Assistant Dean Md. Shamim Ahmed, Department of BRAC Business School, BRAC University.

1.2 Objectives of the Study

The Bay Rose Gourmet Restaurant objective of the report is to provide overall Human Resource Management Practices of the Bay Rose Gourmet Restaurant.

- To describe the recruitment, selection, training and development process of the Bay Rose Gourmet Restaurant.
- To examine the selection, training, promotion and development process in HRM division of the Bay Rose Gourmet Restaurant.
- To recommend necessary steps to overcome the Problems and make possible improvement in the future.

1.3 Methodology

The type of method used in this report is mainly of a descriptive nature. To meet the objectives of the study, I realized that a single method would not be effective. Formal & oral discussion, direct observation, and printed papers of the Bank were found useful. Both primary and secondary sources were used here.

1.4 Nature of Study

This is exploratory type of research. Information has collected and finish the report in Primary sources.

1.5 Source of Data Collection

Primary sources

- Practical Restaurant work.
- Discussion with the employees of the Bay Rose Gourmet Restaurant.
- Personal Observation.

1.6 Data Process and Analysis

- Collected information based on my own experience.
- Detailed analysis, working variable future projection and working definitions are incorporated in the report.

1.7 Limitation of the Study

Human Resource Department is the most confidential department for the Bay Rose Gourmet Restaurant. I am allowed to get limited information for my study. I am not allowed to get the information which is too much confidential for the Restaurant. So in my report all the information I have learnt from my Work.

CHAPTER – 02

**OVERVIEW OF BAY ROSE GOURMET
RESTAURANT.**

2.1 Profile of Bay Rose Gourmet Restaurant

“Bay Rose Gourmet Restaurant” is one of the most popular Restaurants in Narayanganj, was founded in 2018. Inspired by the love of food and an atmosphere made for a family outing, Bay Rose Restaurant has been proudly serving Birmingham families for one & half years. Bay Rose Restaurant is located on B.B.Road, just 1.6 kilometers south of Chasara, Narayanganj.

Guests feel at home while enjoying a great family style meal in our casual and relaxed dining room. Experience our unique menu, attentive service, and a friendly atmosphere.

2.2 Vision of Bay Rose Gourmet Restaurant

“To be the leading Restaurant business in the country with best services and highest social commitment”

2.3 The mission of Bay Rose Gourmet Restaurant

To contribute in the development of healthy food culture around the country.

To attain highest level of customer satisfaction through extension of services by dedicated and motivated team of professionals.

- To maintain steady growth.
- To maximize business's profits by ensuring its food & service.
- To maintain the high moral and ethical standards.
- To ensure participative management system and empowerment of human resources.
- To nurture an enabling environment where innovativeness and performance is rewarded.

2.4 Objectives & goals of Bay Rose Gourmet Restaurant:

The objective of Bay Rose Gourmet Restaurant is not only to earn profit but also to keep the social commitments and to ensure its co-operation to the people of all races & age groups.

Strategic objectives:

- To achieve positive economic value added (EVA) each year.
- To be market leader in food & service innovation.
- To be one of the top three gourmets Restaurant in Bangladesh in terms of cost efficiency.

2.5 Slogan of the Restaurant

“We Serve Passion”

2.6 Bay Rose Culture

- Employees of Bay Rose Gourmet Restaurant share certain common values, which helps to create a Restaurant culture.
- The client comes first.
- Search for professional excellence.
- Openness to new ideas & new methods to encourage creativity.
- Quick decision-making.
- Flexibility and prompt response.
- A sense of professional ethics.

2.7 Organogram of Bay Rose Gourmet Restaurant

The organogram of Bay Rose is shown below:

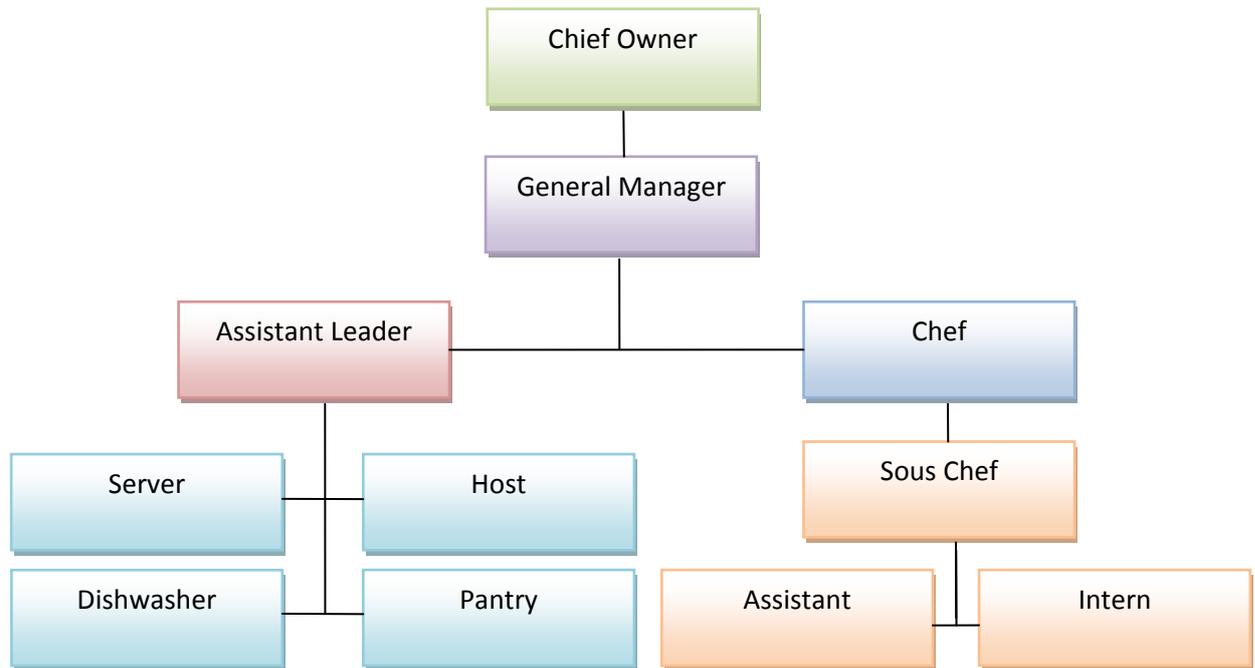


Figure 1: Organogram of Bay Rose

2.8 Functional Division of Bay Rose Gourmet Restaurant

The Restaurant accomplishes its functions through different functional divisions/ departments. The divisions/departments along with their major functions are listed below:

2.8.1 Financial Division

- Financial planning, budget preparation and monitoring
- Payment of salary
- Disbursement of bills
- Reconciliation

2.8.2 Procurement Division

- Decision making to purchase
- Collecting Raw materials

2.8.3 Marketing Division

- Promotional Campaign
- Offers
- Perusing Corporate Client

2.8.4 Human Resource Division (HRD)

- Recruiting
- Training and development
- Compensation, employee benefit, leave and service rules program
- Placement and performance appraisal of employees

2.8.5 Production Division

- Setting Menu
- Preparing foods
- Maintaining HCCAP rules

2.9 SWOT Analysis of Bay Rose Gourmet Restaurant

Strengths

- Experienced and efficient management team and human resource
- Quality food and services
- Company reputation and goodwill

Weakness

- Finding ingredients
- Lack of full scale automation

Opportunities

- Regulatory environment favoring private sector development
- Value addition in products and services
- Increasing purchasing power of people
- Increasing trend

Threats

- Frequent changes of taste buds of clients
- Huge competition
- Lack knowledge about gourmet Restaurant
- Bad review on social media

CHAPTER - 03
THEORETICAL ANALYSIS

3.0 Definition of Human Resource Management (HRM)

According to Garry Dessler, HRM is the policies and practices that one needs to carry out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising.

Human Resource Management includes following aspects:

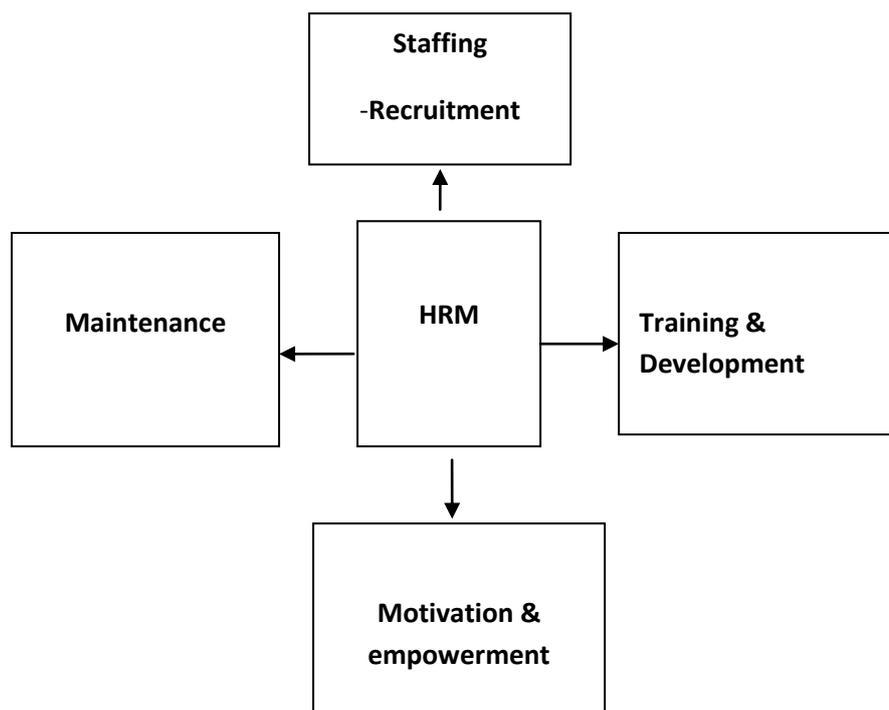


Figure 2: Aspects of HRM

3.1 Definition of Selection

The selection process is a series of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment and ends with the hiring decision. According to Dale Yoder, “selection is the process by which candidates for employment are divided into two classes those who will be offered for employment and those who will not.”

The selection process typically consists of eight (8) steps:

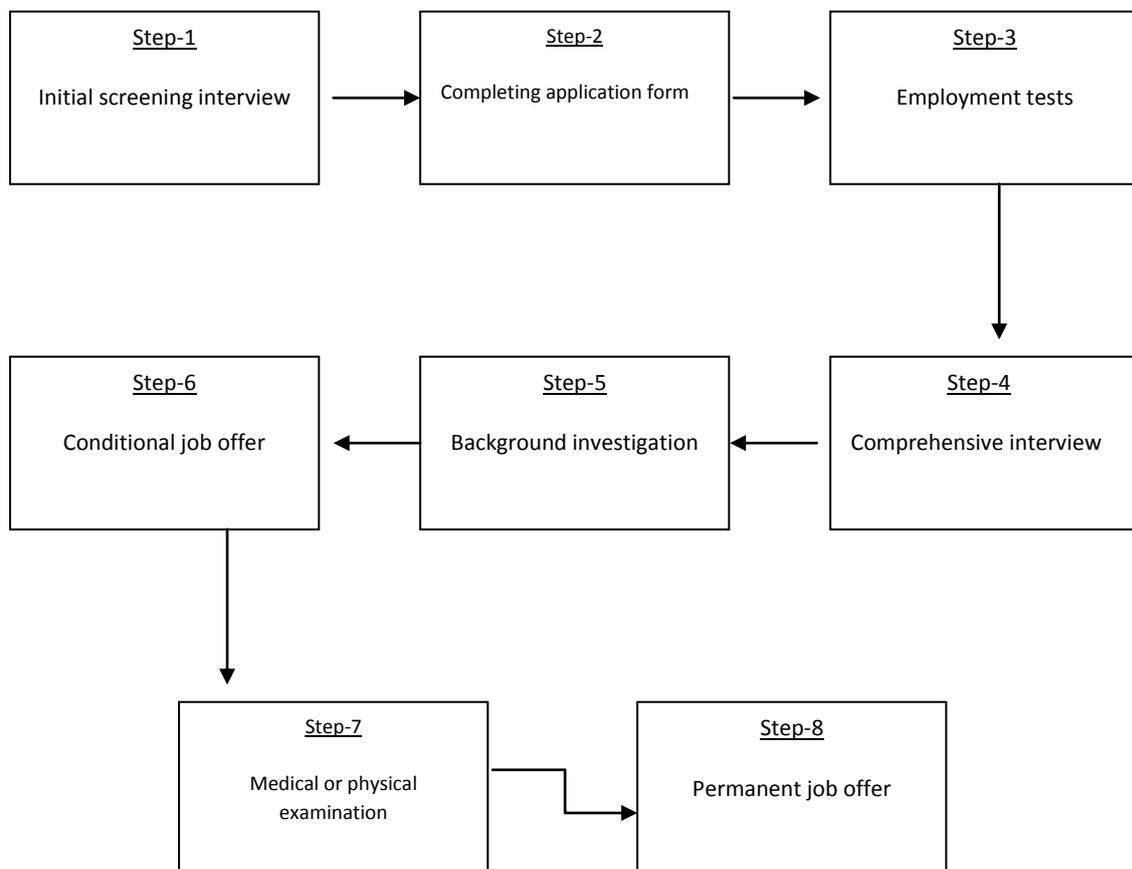


Figure 3: Selection process

3.2 Definition of Training

Training consists of planned programs designed to improve performance at the individual, group and organizational or organizational levels. Improved performance in turn implies that there have been measurable changes in knowledge, skills, attitude and social behavior.

According to Griffen, “training usually refers to the teaching operational or technical employees how to do the job for which they are hired.”

3.3 Definition of Development

Employee development, by design, is more future oriented and more concerned with education than employee job specific training. According to Griffen, “development refers to teaching managers and professionals the skill needed for both present and future jobs.”

Employee developments methods are:

- Job rotation
- Assistant- to positions
- Committee assignment
- Lecture courses & seminars

3.4. Training and Development program of The Bay Rose Gourmet Restaurant

Human Resource development is an essential pre-requisite to achieving goals. Continuous training of the employees is aimed at capacity and professional skill building throughout the year .

Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve his /her ability to perform on the job. We typically say training can involve the changing of skill, knowledge, attitudes or social behavior. It is application of knowledge.

Development is a related process. It covers not only those activities which improve job performance but also those which Bay Rose Gourmet Restaurant growth of the personality;

help individuals to the progress toward maturity and actualization of their potential capacities so that they become not only good employees but better men and women. The most popular training methods used is “on job training”.

On - the - Job Training

The most widely used methods of training take place on the job. This can be attributed to the simplicity of such methods and the impressions that try are less costly to operate. On -the -job training places the employees in an actual work situation and makes them appear to be immediately productive. It is learning by doing.

One of the drawbacks to on the job training can be low productivity while the employees develop their skills.

3.5 Training Needs and Priorities of The Bay Rose Gourmet Restaurant

Now that we have an understanding of what should include we can look at how we assess whether there is a need for training. We propose that management can determine this by answering four questions:

- (1) What are the organization's goals?
- (2) What tasks must be completed to achieve these goals?
- (3) What behaviors are necessary for each job incumbent to complete his/her assigned tasks?
- (4) What deficiencies, if any, do incumbent have in the skills, knowledge or attitudes required to perform the necessary behaviors?

Training will be its judged by its contribution to performance where performance is a functional of skills, abilities, motivation, and the opportunity to perform. Manager must compare the value received from the increase in performance. That can be attributed to training with the costs incurred in that training. The desire for improved worker productivity cannot e approached in a vacuum. The benefits that accrue from training must exceed the costs incurred.

3.6 Steps in the Evaluation of training and Development:

- Evaluation criteria
- Training
- Workers posttest
- Transfer to the job

3.7 Rewards & Control Systems

Rewards & Control Systems are meticulously refined to reinforce behavior that is deemed pivotal to succession the market place. The employees who don't adhere to the cultural and behavioral norms of the organization, due to dissonance between the values of the individual and the values of the organization; are given a clear warning to either shape up or ship out.

CHAPTER- 04

HUMAN RESOURCE MANAGEMENT PRACTICES OF BAY ROSE GOURMET RESTAURANT.

4.0 Bay Rose Gourmet Restaurant Human Resource Department

Human resource department in **Bay Rose Gourmet Restaurant** exist to help employs and organization reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization, the society. The domestic environments are the particularly turbulent because of the growing challenges also result from ever changing laws, especially laws that address the need for equal employment opportunity. Within these constraints, the human resource department of **Bay Rose** must contribute to the organization's "bottom line" in ways that are both ethical and socially responsible.

4.1 Functions of Human Resource Division

Bay Rose Gourmet Restaurant has a fully functional Human Resources Division (HRD) supported by manpower. The HRD of the **Bay Rose Gourmet Restaurant** performs the following functions:

- Selection and Recruitment.
- Training and Development of Employees.
- Compensation and Benefits Planning.
- Promotion Planning.
- Making Reward and Recognition Policies.
- Policies for Resignation or Termination from Services.

4.2 Human Resource Division's Wings

Human Resource Division of the Bay Rose has work with five wings. The wings are-

- Recruitment.
- Administration.
- Training.
- Pay Benefits. &
- Performance Appraisal

4.3 Selection and Recruitment

Selection and Recruitment is an integral part of any organization that heavily depends on their workforce to successfully perform their mission and achieve their vision in the long run. Thus appropriate selection of candidates to join in the workforce is a necessary part of Human Resource Management, which is ensured by the Human Resource Division in **Bay Rose Gourmet Restaurant**.

4.4 Recruitment Process

For the recruitment **Bay Rose Gourmet Restaurant** use the following process

□ Direct Recruitment

Bay Rose Gourmet Restaurant has a CV Bank in HRD. In direct recruitment the HRD short list the CVs from the CV Bank or collect the CVs that referred by the employees of Bay Rose Gourmet Restaurant for direct interview for the specific selected post.

□ Through Advertisement

Sometimes the HRD of Bay Rose Gourmet Restaurant can't able to short list CVs for specific post from their CV Bank. In this situation the HRD advertise of recruitment in specific post mentioning the job description with the minimum requirement that the applicant should have for the post. And collect CVs which are being specified according to the requirement that has been published in the advertisement. After that the CVs will be short listed and the recruitment procedure will go according to the direct recruitment process.

□ Internal Job Posting

For any kind of internal job search it will operate through a circular as lotus notes or board notice. Any existing staff other than permanent also HR Temporary (minimum one year with Bay Rose Gourmet Restaurant) & outsource staff (minimum three years with Bay Rose Gourmet Restaurant). Only the owner can allow exceptions.

□ Promotion

Promotion can be used as an effective tool for recruitment as it can serve the internal purpose for recruitment within the organization. The process of upgrading a job will have to be undertaken through a process of reviewing the Job Content, Responsibilities, Dimensions, Changes in the Organization Structure, etc. Full justification of the necessity of the change must be presented.

4.4.1 Recruitment Policy

- All regular employees will appointed by the Owner.
- All HR contract and outsource contract employees will be appointed by The Head of Human Resource Division.
- The schedule of recruitment will be created according to the Service Level Agreement (SLA).
- The interview board will with The Head of Department of that post, The Supporting Department Head and The Head of HRD.

4.5 Administration

The Administration is the wing that maintains and controls the employees of Bay Rose Gourmet Restaurant . The administration has to go with the following work.

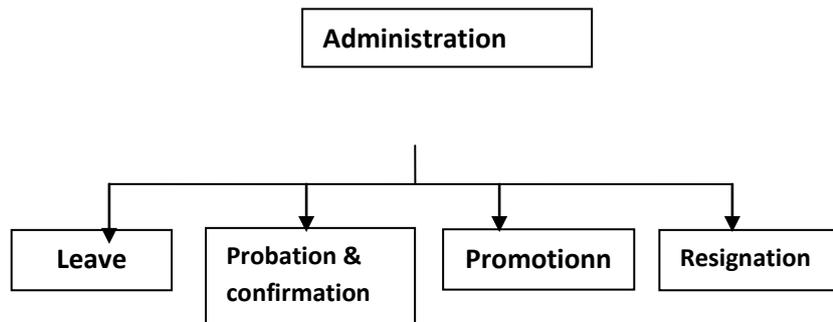


Figure 4: Administration wings of Bay Rose.

4.5.1 Promotion

Promotion is a continuous process by which the employee motivates for better work; get the price for employee's better work. In Bay Rose Gourmet Restaurant there are two types of promotions-

Regular Promotion: Regular promotion is given according to the employee's regular performance.

PM Promotion: Performance Matter (PM) is the annual performance report of individual employee of Bay Rose Gourmet Restaurant. According to Performance Matter ranking scale the employee can get promotion in the job grade of their own.

4.6 Training

After recruiting a potential candidate the next important function of HRD is to orient the new entrant to the organization and providing the employees with all the necessary knowledge about their duties and responsibilities. This is done to ensure effective input from the employees into the organization thus, their most efficient level of performance.

The training program includes

- Orientation Training
- In-house training
- Job specific training
- Need based local training
- Peer or Supervisor's coaching

4.7 Performance Management

Performance appraisal is the process of assessing employee's past performance, primarily for reward, promotion and staff development purposes. Performance appraisal is a process that identifies, evaluates and develops employee performance to meet organizational goals.

4.7.1 Purposes of Performance appraisal in Bay Rose Gourmet Restaurant

- To review past performance
- To assess training needs
- To help develop individuals
- To set targets for future performance
- To identify potential for promotion
- To provide legal & formal justification for employment decision
- To diagnose the hidden problems of an organization

4.7.2 Performance Appraisal Process

- Supervisors
- Subordinates
- Peers
- Clients / Customers
- Self appraisal
- 180/360 degree approach

4.7.3 Approaches to measuring employee performance in Bay Rose Gourmet Restaurant

There is various kind of method for measuring performance appraisal. Only two type of Performance method are at bellow:

360-degree feedback: One currently popular methods of Performance appraisal is called 360-degree feedback. With this method managers peers, suppliers are ask to complete questionnaire. The questionnaire is generally lengthy.

Experience based: Bay Rose Gourmet Restaurant measures the performance of employee by experience.

4.8 Job Evaluation

Meaning of Job evaluation: Job evaluation is an--

Orderly and systematic techniques of determining the relative worth of various jobs within the organization, So as to develop an equitable wage and salary structure

The two most common methods of job evaluation that have been used are first, whole job ranking, where jobs are taken as a whole and ranked against each other. The second method is one of the awarding points for various aspects of the job. In the points system various aspects or parts of the job such as education and experience required to perform the job are assessed and a points value awarded- the higher the educational requirements of the job the higher the points scored.

4.8.1 Objectives of Job Evaluation

- To determine equitable wages differential between different jobs in the organizations.
- To minimize wage discrimination on the basis of age, sex, caste, region, religion etc.
- To enable management to gauge and control the payroll costs.

4.8.2 Process of Job Evaluation

- Gaining Acceptance
- Selecting Jobs to be evaluated
- Describing the jobs
- Selecting the method of job evaluation
- Weighting job factors
- Assigning money values
- Periodic review

4.9 Employee relation

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.

Bay Rose Gourmet Restaurant is maintaining three channel categories employee relationship those are:

- Employee safety
- Employee health
- Employee working condition

4.9.1 Employee safety

Bay Rose Gourmet Restaurant provides the employee safety.

4.9.2 Employee health

Free medical checkup; provide health care and necessary medical facilities for each employee.

4.9.3 Employee working condition

The working condition of employee is very hygienic because it always based on "Right work for the Right person."

4.10 Incentives of Bay Rose Gourmet Restaurant

Incentives add to base pay: It controls costs because the employee is being paid for his/her extra effort and for the benefits Bay Rose Gourmet Restaurant ought to the organization

Motivates employees

- Individual
- Group

4.10.1 Individual incentive plans

- Awards bases on individual Employee Performance vs. company standards
- Awards bases on individual Performance standards using Objective & subjective criteria
- Quantity and / or quality goals
- Quantity of work output How many units produced
- Quality of work output what the quality of the product or service being produced.
- Work attendance If the absent is reduced or attendance is good.

4.10.2 Group incentives

- Group incentive plans
- Customer satisfaction
- Official cost savings
- Material cost savings
- Reduction in accidents
- Services cost savings

CHAPTER – 5
FINDINGS, RECOMMENDATIONS AND
CONCLUSION

5.1 Findings of the study

- The job analysis, human resource planning, recruitment and selection policy of Bay Rose Gourmet Restaurant is not standard because the HRD is not capable to apply the various HRM function.
- The Pay Packages of the restaurant is not competitive in comparing to other restaurants in Bangladesh.
- Employees training is not arranged frequently basis.
- Though the organization is not in lacking of employees, but I think there is lacking of proper employees- that means “lack of right people in right place”.
- Some employees says that extra work load in a regular basis is a common criteria of the organization. For this reason, the restaurant sometime loss employees attractiveness.
- Training evaluation systems are not properly used or maintained.

5.2 Recommendations

Recommendation means to give suggestions about Bay Rose Gourmet Restaurant. On the basis of the findings and analysis of the study, my recommendations are given below:

- The HRD of the organization should be analyzed the modern HRM system, and apply all the HRM function properly because the HRM policy serves as the cornerstone of all human resource functions in an organization.
- The manager of HRD should be prepared the standard performance appraisal because the success and failure of an organization is highly depended on the proper human resource performance. Only performance reward of an employee can motivate them to attain the organizational goal.

- The HRD should establish the standard pay structure for the employees of the organization in order to reduce the high turnover of employees.
- Training should be formulated in consultation with the training division in the central level and mid level. On regular basis of its human perfection.
- The authority of Bay Rose Gourmet Restaurant should prepare a uniform performance appraisal policy. Manager should avoid the biasness so that efficient employee can get proper reward for their performance. “right man in right position”
- Make succession planning. A careful and considered plan of action ensures that the least possible disruption to the person’s responsibilities and therefore the organization’s effectiveness.
- Reduce the extra workload of the employee. If give them extra pay to reduced the employee unrest, and turnover.

5.3 Conclusion

Bay Rose Gourmet Restaurant is a restaurant that confirms the best service to the customers as well as to the employees by Human Resource Division. Bay Rose Gourmet Restaurant is the fastest growing Restaurant. By working in HR Division the knowledge was learnt would be helpful enough to sustain.

Restaurant business is an emerging concept from Bangladesh's point of view. Day-by-day, it is getting popular in the middle class people. From very beginning Bay Rose Gourmet Restaurant has successfully run their business with well reputation now they create their own interest on capacity in restaurant business.

The Restaurant business has a great prospect in Bangladesh. So, the management of Bay Rose Gourmet Restaurant should give more concentration in this potential sector with proper strategy, better marketing policy and satisfactory customer services. Hopefully these recommendations will help to Bay Rose Gourmet Restaurant continue its progress.