Report On

Effects of Job Rotation on Performance in Touronto Travelers Group

By

SK. Tahmid Ahmed
19364002

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of

Master of Business Administration

BRAC Business School
Brac University
February 2023

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____
SK. Tahmid Ahmed
19364002

Supervisor's Full Name & Signature:

_____
Dr. Md Asadul Islam
Assistant Professor
BRAC Business School
BRAC University

Letter of Transmittal

Dr. Md Asadul Islam

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship report submission on "Effects of Job Rotation on Performance in Touronto Travelers Group"

Dear Sir,

It is a great honor for me to submit the internship report on "Effects of Job Rotation on Performance in Touronto Travelers" to you.

I have tried my best to finish the report with all the available essential data. I hope that this report will be sufficient and will meet all the requirements.

Sincerely yours,

_____

Student Full Name: SK. Tahmid Ahmed

Student ID: 19364002

BRAC Business School

BRAC University

6th   February 2023

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Touronto Travelers Group and the

undersigned student at BRAC University …………………………………….

Acknowledgement

Executive Summary

This report is based on my internship at Touronto Travelers Group. The report starts with an overview of the internship, including my job description and the benefits that both myself and the organization received from this experience. It provides a clear understanding of my role and responsibilities during the internship and how it helped both parties to grow and develop professionally. The second part of the report is a comprehensive analysis of the organization. This section provides background information on the Touronto Travelers Group and examines its HR planning, marketing strategies, financial position, and operations. It delves into the organization's business model and new product development and provides a comparative analysis of the industry it operates in. Additionally, the report uses Porter's Five Forces model to analyze the market competitiveness of the industry, providing valuable insights into the organization's market position. It was found that this business has a relatively low barrier to entry as well as high customer bargaining power. This industry also has high suppliers' bargaining power and is very competitive. The report also includes a SWOT analysis of Touronto Travelers Group, which helps to gain a deeper understanding of its internal factors, including its strengths, weaknesses, opportunities, and threats. Through this, it was revealed that the organization is understaffed but because of it, they were enjoying higher profit margins. They face problems in attracting investors due to their unconventional accounting practices, also they face constant threats from new entrants as well as their bigger competitors. The final section of the report focuses on the impact of job rotation on the organization's performance. The weekly performance tables were analyzed to determine the effects of job rotation and discuss the possible causes for the outcomes. Through this analysis, the primary finding was that the performance had a strong negative relationship with the number of tasks assigned. Which proved that job rotation had a negative effect on overall performance. However, this analysis only provides a short-term outcome. The report also explores performance standards to ensure that the analysis is depicted accurately and provides recommendations for improvement. In conclusion, this report provides a comprehensive analysis of the Touronto Travelers Group and its industry, including its internal and external factors and their impact on performance. The report is a valuable resource for anyone interested in the organization and its industry, offering insights into its strengths, weaknesses, and areas for improvement. The report also highlights the importance of job rotation and performance standards, making it a valuable resource for organizations looking to develop their performance and growth strategies.

Keywords: Job Rotation, Performance Appraisal, Training Need Analysis, Small Medium Enterprise, Human Resource Development, Business-to-Business, Performance Standards

Table of Contents

List of Tables

List of Figures

List of Acronyms

HR   Human Resource

HRM   Human Resource Management

TNA   Training Need Analysis

GAAP Generally Accepted Accounting Principles

SME   Small Medium Enterprise

AC   Air Conditioned

HRD   Human Resource Development

B2B   Business-to-Business

KSA   Knowledge Skill & Abilities

Chapter 1

Overview of Internship

1.1 Student Information:

 Name: SK. Tahmid Ahmed

ID: 19364002

Program: MBA

Major/Specialization: HRM

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Period: 20th June 2022 to 20th November 2022

Company Name: Touronto Travelers Group

Division: HR & Business Development

Address: Suite – 204, 64-68, Eastern Commercial Complex, Kamalapur, Motijheel -1217.

1.2.2   Internship Company Supervisor's Information:

Supervisor's Name: Sabbir Ansary Riyadh

Supervisor's Position: Founder.

1.2.3   Job Scope - Job Description/Duties/Responsibilities

1. Being able to understand how an event will be designed with all the products and services that are offered by our company.

2. Assisting in creating job descriptions for potential positions.

3. Procuring new clients through direct contact, word-of-mouth, and collaboration with their marketing team.

4. Attending networking activities to research and connect with prospective clients.

5. Maintaining meaningful relationships with existing clients to ensure that they are retained.

6. Stay connected and communicate with clients frequently but in a way that the clients don't feel irritated.

7. Crafting business proposals and contracts to draw in more revenue from clients.

8. Review clients' feedback and implement necessary changes.

9. Remaining in tune with trends in consumption to ensure that our offerings remain relevant.

10. Must be able to work in promotional campaigns via Digital Marketing on multiple social media platforms (Facebook, Instagram, etc.). Posting Events on facebook. sending notifications to people who are interested in the event.

11. Ability to handle dissatisfied clients. Must conduct service recovery.

12. Writing blogs on their website about their products and services. Writing product and service specifications on their website.

13. Social media marketing, answering queries in social media.

14. Receiving cash and writing memos.

15. Evaluating the performances of certain individuals.

16. Other administrative tasks.

1.3 Internship Outcome

1.3.1 Students' Contribution to the Organization:

Managing the web content to create better visibility of the organization's products and services.

Assisting in making job descriptions for various positions. Answering the queries of potential customers to convert them to become real customers. Talking with various hotels and resorts convincing them to establish a B2B. Monitor the organization's facebook group and copy the posts of moderators and admins to the facebook page of the organization. Answering social media queries of people. Translating the events and packages to English and publishing them on the organization's website. Writing blogs regularly to make the services look more appealing. Writing cash receipts. Sending emails to customers. Writing various forms of business proposals and intro messages. Creating lists of potential customers. Making queries about rooms and suits in various hotels and resorts. Checking flight schedules and costs. Editing and creating facebook events. Posting interesting posts on facebook page. Scheduling posts on facebook. Publishing job circulars on the organization's website. As this is a small enterprise, we heavily have to deal job rotation which means often sales and door-to-door marketing are performed. Coming up with content ideas and email marketing campaigns. Monitoring campaign performance and monitoring the performances of a certain number of employees. Keeping up to date with trends and hype to make campaigns more optimized

1.3.2 Benefits to Student

During the internship period, the incumbent must interact with people constantly. This will heavily improve communication skills. Before interacting with the customers, one must go

through the products or services' features. Doing so provides insight into how these travel-related organizations operate. Negotiation is also a major part, as many customers want to customize their events, we can assume that this will constantly increase the negotiation skills with the customers. To generate sales persuading customers plays a major role. So, this job is very likely to provide insight into how one must persuade both existing and potential customers. This job requires one to be constantly engaged in social media, which will provide a better understanding of trends. Today's social media integrated with various tools to gather data from potential customers, this will provide more knowledge about customer segments. Another important task is creating job descriptions. Without job analysis, one cannot simply make job descriptions. So, by conducting job analysis one not only become fully aware of the job's responsibilities but also how the job itself contributes to the organization and how the organization is impacting the industry as a whole, which means this job will bestow the knowledge of how tourism sectors work in Bangladesh.

1.3.3 Problems/Difficulties

One of the major challenges of this internship is job rotation. As the company is a small enterprise, the company tries its best to minimize the cost as much as possible. This includes hiring fewer people, which means one may need to do the tasks which were not originally assigned to them. This may lead to many improvised situations which may be the leading cause of less productivity speed. One also must be prepared to travel to distant places within the country to host various tour events. Since this will be an internship the company will provide little or no compensation. As the office for this organization is located in a commercial building the employees of different organizations as well as this organization must use a common washroom on the floor, which means these washroom hygrines are compromised. Often time the bars of soap and toilet paper goes missing. As this organization strictly focuses on cost-cutting measures, this also means that they will provide less compensation as well as encourage

the interns to work for them for free. So, it may become extremely challenging for an individual to remain sustainable while performing their internships. The office space is relatively small in this organization, which means it gets very crowded here one may struggle to find seats for them.

1.3.4 Recommendation

The internship from this organization is recommended for one who wants to learn about the use of Facebook for niche services as well as travel blog writing. However, it is discouraging for those who want good remuneration. Also, this internship will help to learn about how to create liaisons and collaborations with different businesses.

Chapter 2

Organization Part

2.1 Introduction

This section will discuss the overview of the company and its management practices. Besides this, there will be discussions about the marketing practices that this organization follows. There will be mention of financial performances as well as operation management and information system practices. This section will include an analysis of the organization's industry and its competitiveness.

2.2 Overview of the company

2.2.1 Brief History:

Touronto Travelers Group has been working in the tourism sector for seven years. They have been serving our clients since 2016. They organize travel events and offer corporate tours.

They have served more than five thousand with various travel-related services. Within six years they have organized more than three hundred tours both locally and internationally. They have collaborated with over two thousand small to large organizations which have been facilitating various travel-related events. They have offered corporate tour packages to large organizations such as Grameenphone, United Commercial Bank Limited, Citi Bank Limited, Dutch Bangla Bank Limited, and other reputed organizations. Organizing travel events are not the only thing are not the only they are concerned with, they also offer room reservations, ticket reservation for various buses and plains, visa processing and consulting, and selling travel-related accessories.

They offer various other complimentary services and products that facilitates their tour packages.

2.2.2 Milestones:

Despite being a small enterprise, this organization has tremendous growth potential. A brief discussion of its achievements will be reflected here.

2016 - Traveling with small groups

2017 - Organizing Social Events

2018 - Organizing Family tours and corporate tours

2019 - Started offering individual travel plans

2020 – Collaborated with over 2000+ businesses.

2021 – Starting Saint Martin Project

2.3 Management Practices

2.3.1 Leadership Style

Touronto Travelers Group strictly follows autocratic leadership. The reason for doing so is to make quick decisions.

2.3.1 Leadership Style

Touronto Travelers Group strictly follows autocratic leadership. The reason for doing so is to make quick decisions. The main reasons this organization benefits from the autocratic leadership style.

Make decisions effectively and efficiently: As this company organizes events, it often deals with rush time. They often organize events for many people very quickly the day or the hour before the event starts. Following the autocratic style help them in this scenario.

Cost Efficiency: As mentioned before this organization is concerned with cost efficiency. Other leadership participative and democratic may incur costs. So, they tend to stick with the autocratic style.

Leaders who are autocratic, or authoritarian, have a clear idea of what they want to accomplish and how to get there. They establish clear guidelines for what, when, and how tasks should be completed. These pioneers customarily anticipate that others should acknowledge their directions at face worth and follow up on them right away. Autocratic leaders aren't always "know-it-alls" who think they are better than others. In point of fact, they frequently place a strong emphasis on achieving effective outcomes through predetermined actions that they believe are in the best interest of the company. An autocratic leader may, from time to time, collaborate with a select group of trusted coworkers to make decisions according to new research. (Doyle, 2022)

2.3.2 Human Resource Planning Process

HR planning is a procedure of determining which positions the company will need to fill and how to do so. (DESSLER, 2018)

To conduct human resource planning, they must go through the job analysis process. Below the procedure is shown and it is followed sequentially to conduct the human resource planning process.
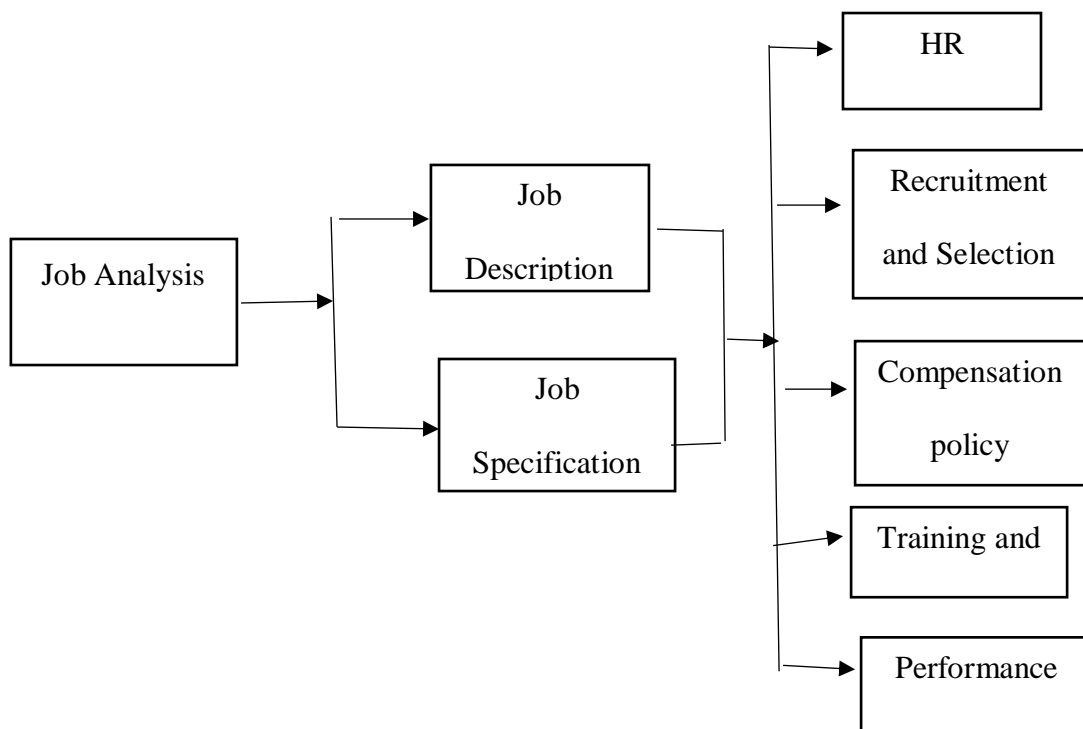
Figure 1: Job analysis and the sequence of other HR functions that are performed afterwards

Labor Supply Assessment:

Before hiring more labor first, the organization goes through its labor supply first and assesses whether it is sustainable for them to hire more employees. The main goal of this organization is to stay sustainable. (DESSLER, 2018)

Forecasting future Labor Demands:

After assessing the supply, the organization focuses on its future labor demands. They usually do this by assessing past results. Such as how many personnel is needed to respond to a

certain number of queries. How many people are needed to convert a certain amount of people? (DESSLER, 2018)

2.3.3 Recruitment and Selection

An organization-specific strategy for finding new candidates and hiring top talent is called a recruitment process. The hiring process is typically carried out by the Human Resources (HR) department with assistance from hiring managers. (St-Jean et al., 2022)

Their recruitment procedure starts by screening the initial resume and selecting a handful of candidates for interview. During the interview phase, they asked questions relevant to their role in the. This task is performed by someone who is in the same department.in which the potential candidates are applying. The candidate who gets the highest number of questions right gets selected for the position. They tend to publish their recruitment advertisements on social media such as facebook. The circular is also published on their own website.

2.3.3 Compensation Policy

The term "compensation" encompasses any and all tangible services, benefits, and financial returns that an employee receives as part of their employment relationship. (Milkovich et al., 2013)

As this organization is a small enterprise. They focus heavily on cost-cutting measures. Because of this, their compensation policies lag behind the market. Because of their current position in the market, they are unable to provide compensation that matches the market.

2.3.4 Training and Development

The process by which the business determines the training and development requirements of its employees in order for them to perform their jobs effectively is known as a Training Needs Analysis (TNA). It includes a total examination of preparation needs expected at different levels of the association. (Blanchard, Thacker and Ram, 2014)

Though they give less priority to training and development, they conduct training needs analysis (TNA). Through TNA they find the gap and suggest the employees work on that. They do not provide any in-house training for their employees but rather suggest self-training or they suggest receiving it from their colleagues. They prefer on-the-job training. Touronto Travelers Group does not have a standalone training department.

2.3.5 Performance Appraisals

Performance appraisals is comparing an employee's current and/or previous performance to their expected performance. (DESSLER, 2018)

Their appraisals are result oriented. They usually do not count activities as performances. For example, someone has attended 20 sales calls but has made no sales. These 20 calls will not be counted in that individual's overall performance. But on the other hand, if someone has made a sale by attending 3 calls, only that selling call will be counted as his/her key performance indicator.

2.4 Marketing Practices

2.4.1 Marketing Strategies

A marketing strategy is a strategy that the company intends to use in order to create value for its customers and establish profitable relationships with them. (Kotler, Armstrong, & Opresnik, 2021)

Marketing is one of the key functions of this organization. Their marketing strategies are divided into two categories.

a) Offline marketing strategies.

b) Online marketing strategies.

Offline Marketing Strategies: This is one of the strategies that target the wider population. The main goal of this strategy is to create brand awareness rather than initiate sales. The offline marketing strategies are:

1. Distributing Business Cards: This usually occurs when other businesses or enterprises interact with this organization. Such as interacting with banks while depositing money or asking for statements.

2. Door-to-Door Marketing: This strategy is not as popular as the other strategies, but it is still performed on the neighboring organization Door-to-Door Marketing: This strategy is not as popular as the other strategies, but it is still performed on the neighboring organizations in the same commercial area.

3. Banners and Signboards: Both outside and inside of their office are decorated with their logo and banners which creates brand awareness among neighboring organizations. This is extremely helpful in establishing B2B relationships with the neighboring enterprises.

Online Marketing Strategies: This is the bread and butter of their marketing strategies. Thanks to advanced trackers in modern platforms, it has become extremely easy to reach potential clients through online marketing strategies. Below some widely used strategies will be discussed:

1. Social Media Marketing: Most commonly used among the online strategies. They post information as well as various promotions about their product and services on their social media accounts.

2. Maintaining an Official Website: Products and services are displayed on their official website.

3. Content Marketing: They regularly publish blogs about their common destinations. For now, blogging is the only content marketing available.

2.4.2 Target Customers, and Positioning Strategy

The audience you want to engage with your marketing efforts is referred to as your "target customer." If they learn about your products or services through one of your marketing efforts, they are most likely to purchase them. (Liza, 2022)

They give their best effort to target both males and females, but it seems more men are interested in their products and services. The characteristics of their target customers are.

Age: Although they don't have any age restrictions, the pricing of their services suggests that they are targeting a demographic whose ages are 25 to 35 years old. Because the people who fall under this demographic are mostly considered financially stable and productive. Their product pricing is a bit expensive for regular students. 68.5% of customers are 25 to 34-year-olds, 10% are aged between 36 to 45-year-old, 12.5%. are 46 to 55-year-old, 8.2% are 18 to 24-year-olds, and only 1.2% are younger than 17.

Occupation: About 40% of their customers are job holders either in the private or govt. sector. Only 10% are students 30% are businessmen, 15.8% are minors and 14.2% are homemakers. The largest portion here is the job holders' portion because they dedicate a sector towards corporate tours. This causes other companies to take their travel package in

bulk for their employees. The rest of the portion is targeted using offline and online marketing strategies.

Gender: Their products and services are aimed toward both males and females, but it seems their services are more popular among men. 65.8% of customers are male and the rest 34.2% of customers female. Due to the social and cultural aspects of Bangladesh, the conversion rate of female customers is significantly lower than that of male customers.

Economic Class: All domestic travel packages are aimed toward the lower, lower middle class, and middle class while the overseas tour packages are aimed toward the upper class.

Geography: They mainly target Dhaka. People from other districts are targeted if they desire custom-made packages.

2.4.3 Marketing Channels

They maintain zero-level channels as they make their own products and services and deliver those to their customers directly without the help of any intermediaries. (Wikipedia contributors, 2022)

zero-level channels the producer does not involve a middleman, such as a wholesaler, retailer, agent, or reseller, in the sale of the goods or the provision of the service to the customer.

2.4.4 New Product Development

New product development is done through the company's own efforts in product development, the creation of new brands, and improved products. (Employment, Small Business, and Training, 2022)

The new product development takes place when they themselves go on a trip. While traveling they try to engage in b2b activity with transport services, hotels, and locals.

```
┌─────────────┐      ┌─────────────┐      ┌─────────────┐
│ Getting     │      │ Getting     │      │             │
│ special     │  ➤   │ special     │  ➤   │ Relationship│
│ rates from  │      │ rates from  │      │ with the    │
│ transport   │      │ Hotels/     │      │ Locals      │
│ services    │      │ Resorts     │      │             │
└─────────────┘      └─────────────┘      └─────────────┘
```

Figure 2 New Travel Package Development Process

Getting Agency rates from transport services: They try to establish a b2b (Business-to-Business) relationship with airlines and bus transport services. Transport services provide them with a special rate to get the bulk customers to use their transportation services.

Getting Agency rates from Hotels/Resorts: Similar to transport service providers, hotels also provide special rates in hopes of getting more visitors.

Building Relation: The hosts try to build relationships with the locals to make tour guides seamless, accessible, and successful.

2.4.5 Critical Marketing Issues and Gap

Since it is a small enterprise its resources for standard marketing are very limited.

Offline Issues: They also do not utilize the large signage banner. This creates a huge gap in their offline marketing strategies.

Online Issues: They only target the META platforms for their online campaign while ignoring other social media (ie LinkedIn, TikTok, YouTube etc.)

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

Solvency: solvency is the capability of an organization to clear out its long-term debts and other financial matters. Solvency indicates the overall financial health of an organization. One of the quickest ways to determine solvency is by excluding liability from the asset; after that, the results should be equal to equity. It can also be determined by some ratios. If the asset minus liability results in negative equity, then it will indicate the organization's insolvency. Generating liquidity also indicates solvency but it is also possible for insolvent businesses to generate liquidity. (Corporate Finance Institute, 2022)

Efficiency: Efficiency means when a business produces output with the least number of inputs. Efficiency can be determined by the ratio of useful output to total input. Efficiency is one of the key elements of a business because enterprises and businesses do not have unlimited resources. So, minimizing output and maximizing input is the key to success. (Justin Pritchard, 2021)

Profitability: When the aggregate amount of revenue is higher than the aggregate amount of expenses for a certain period, then it is known as profitability. (Horton, 2021)

Leverage: Leverage is borrowed capital that a firm uses to increase the return. Debt-to-asset and debt-to-equity are some of the most common debt ratios. These ratios are used to determine the risk to the organization's financial condition. (Hayes, 2022)

Horizontal Analysis and Vertical Analysis: Horizontal analysis is determined by analyzing the company's financial statement for multiple years. It is usually indicated through percentage. It gives a clear idea about trend growth. It may indicate the company's growth against its competitors. It also has some downsides as it can be manipulated to show the current financial condition is good provided that the company had a poor financial condition in the past.

It is a method of financial statement analysis where each line is represented with a percentage. (Tuovila, 2022)

2.5.2 Accounting Practices

Touronto Travelers Group a small private enterprise; thus, it does not adhere to the principles of GAAP.

One of the main reasons is that it follows cash basis accounting.

Cash Basis Accounting: This is the accounting method where revenues and expenses are indicated either by cash received or paid out. This is somewhat less accurate than accrual accounting. Cash basis accounting is simpler and less expensive. Their business model does not require them to carry a large inventory, so they greatly benefited from the cash basis business. The downsides include not providing an accurate image of the health and growth of the organization. (Kenton, 2020)

Accounting Cycle: The accounting cycle is not fully followed by Touronto Travelers Group. Because to do so one has to follow 8 steps. (Tarver, 2022)

1. Identifying and recording transaction
2. Preparation of Journal entry

3. Posting in the general ledger.

4. Creating unadjusted trial balance

5. Worksheet preparation.

6. Preparation of Adjusted entry

7. Financial statement generation

8. Closing the book.

They do identify transactions and recordings, but they do not push them further to Journal entry.

As maintaining the accounting cycle is a bit expensive for them. They tend to avoid it.

2.6 Operation Management and Information System Practices

2.6.1 Information System Practices

Data is recorded, stored, and processed using information technology, people, and business processes in MIS to produce information that decision-makers can use to make day-to-day decisions. Management Information Systems (MIS) is the full term for MIS. The goal of MIS is to collect data from a variety of sources and come up with insights that help a company grow. (Martin, 2022)

Touronto Travelers Group performs its basic operations with office equipment which includes computers and sometimes smartphones. They use google drive, docs, and sheets to distribute information among the multiple levels of their organization. They also use Microsoft office software for storing data locally as well as processing it via excel. They try to store much data offline rather than doing it online. The type of data they store does not

require them to use tons of space so they can easily get away by using just google drive for their online activities. As google provides fifteen gigabytes of free drive space.

2.6.2 Managing Operation

The administration of business procedures to achieve the highest level of efficiency within an organization is known as operations management (OM). It aims to maximize an organization's profit by converting labor and materials into goods and services as quickly as possible.

Their operations are divided among their department. (Hayes, 2022)

Sales and Business Development Department:

- **Performing cold calls**: Usually tries to establish a b2b relationship with a hotels and transportation services.

- **Creating Events for the Upcoming tour package:** These on Facebook and their official website.

- **Running boosted posts as well as ad campaigns on meta platforms**: Publishes sponsored posts in the meta platform.

Content Creation Department:

- **Editing Videos:** These videos can be about tour destinations or showing procedures of transactions or other activity related.

- **Graphics design and Banner designs:** Posting designed banners on their social media accounts.

- **Writing Blogs:** Creating engaging blogs that attract clients towards the product and services.

Accounts and Finance Department

- **Receiving Cash from Customers and Providing Receipts:** They work with customers who like to make direct payments with cash rather than using a credit card.

- **Keep Track of the Account Receivables:** Keep track of the customers who have due amounts and contact them to pay the remaining amount once the deadline draws close.

- **Product Pricing:** By analyzing the services and determining product cost they come up with pricing for the service packages and determine which features will be included and which are going to be excluded. During this procedure they work closely with the marketing team.

Administrative Department:

- **Keeping Track of Utility Bills:** Records bills and

- **Rental:** Manages rental deeds

- **Keeping a clean environment:** Make sure the offices' environment is kept clean.

- **Assisting with HR activity:** Provide basic HR support by taking attendance and implementing HR plans.

2.6.3 Quality Management

One of their effective ways to manage quality is by hearing actual clients' opinions. This will provide a clear indication of what is important. It gives a clear indication of missing features. This also provides guidance to further improve their product and service.

2.7 Industry and Competitive Analysis

While a SWOT analysis is a microanalytical tool that focuses on a specific company's data and analysis, Porter's Five Forces is considered a macro tool in business analytics because it examines the economy of the industry as a whole. (Martin, 2022)

2.7.1 Porter's Five Forces

Threats of new entrants: This business model already has a relatively low barrier to entry so many individuals and firms still entering the market. They can just establish a b2b relationship with transport service providers and hotels to organize their very own travel events. It may get quite troubling for them if these new entrants offer their services at an absurdly low price. Luckily if these new entrants offer these prices they will become very unsustainable after offering few events.

Threats of Substitute: Touronto Travelers Group usually provides travel packages to a large number of people. The most relevant substitutes for their services are.

- **Amusement Parks in Dhaka:** As people in Dhaka are very busy, they might not go somewhere far away during their leisure, instead they may go to Shishu park, Fantasy Kingdom with their children and Families.

- **Traveling to destinations that are out of their reach:** They primarily provide travel packages in Bandarbans, Sundarbans, Sylhet, Rangamati, and Saint Martin domestically and internationally in Nepal, Maldives, Thailand and Indian sub-continent. But there are people who might not want to go to those places. Example: People may choose to travel to Rajshahi or somewhere within Dhaka. Internationally people may choose countries out of their reach, example: Turkey, Malaysia, Japan, etc. This is the biggest threat to them.

- **Advanced VR technology:** VR Technology's advancement may impact tourism in a significant way. Since the technology is capable of providing a simulation of traveling.

- **Indoor games:** Some people just prefer indoor games more. This includes board games such as Chess, Monopoly etc. as well as various video games.

Bargaining Power of the Customers:

Their customers have high bargaining power as there are more travel agencies around.

Usually, their customers bargain about more customizability. This includes demanding AC coaches, rooms with better views etc. Usually, they charge a premium for those services. Customers can switch their service if they think that their prices are not on par with their services. The customers that desires greater customization tend to move away from their services if they fail to provide the requirements. Their saving grace is that the meta platform targets more relevant audiences as well as their community.

Bargaining Power of Suppliers

Touronto Travelers Group constantly faces suppliers' high bargaining power. Usually, transport service providers, hotels, and resorts act as suppliers for them as they provide transportation and accommodation services for their travel packages. To make travel packages appealing to their prospective customers they must establish a b2b relationship. This allows them to offer transportation and accommodation services at a lower price. Hence, reducing travel events' overall price. This keeps the pricing around the reach of their normal customers. But sometimes a few hotels and transport service providers refuse

to establish b2b relations/ provide special b2b or agent rates to them, which drives event prices to go up and go out of reach for normal consumers. This will result in fewer sales. Not only that if their service providers refuse to provide agency rate then their profit margin of their travel packages will go down significantly and sometimes it may be unprofitable altogether.

Competitive Rivalry

They compete in a market with a low barrier to entry. In this field, Green Belt is clearly ahead of them. Green Belt has the following competitive advantages over them.

1. Sponsorship Marketing: Green Belt sponsors various video content on YouTube created by different content creators.
2. Having more followers on social media accounts.

This can be seen as a threat since their product and services are like that of Touronto Travelers Group. Beside Green belt there are numerous travel agencies that are entering the market constantly. In order to stay competitive, they keep their prices relatively low for their products and services.

2.7.2 SWOT Analysis

This is an acronym for strength, weakness, opportunity, and threats. One of the most crucial steps in developing a strategy is conducting a SWOT analysis. Managers evaluate both internal strengths (distinctive competencies) and weaknesses, as well as opportunities and threats from the outside, using the organization's mission as a context. The objective is then to foster great systems that exploit open doors and qualities, kill dangers, and keep away from shortcomings. (Griffin, 2016)

Strengths

- They have their own community on social media.

- Services are more affordable compared to their competitors.

- Hires few people and heavily relies on cost cutting measures. This increases their net profit significantly.

Weaknesses

- Faces financial issues such as low capital.

- It is very difficult for them to find investors as they are not in full compliance with GAAP

- International tours are limited to the Indian subcontinent.

- Use only meta platform for marketing campaign.

- Does not have a training department to develop KSA

Opportunity

- They can provide services to people outside Dhaka.

- Start posting on other social media.

- Traveling beyond the Indian subcontinent.

Threats:

- Too many new entrants provide services at absurdly low prices due to having relatively low new entrant's barrier.

- Competitors tend to be more popular.

- Their competitors are sponsoring many YouTube video contents made by popular creators. Large companies like Square also sponsoring one of the competitors.

2.8 Summary and Conclusion

Touronto Travelers Group thrives on making their business as profitable as possible. Because of this strategy, they tend to follow a bit unorthodox path. This results in an advantage in some places while disadvantages in other parts. This further symbolizes that Touronto Travelers Group is an SME. (Small Medium Enterprise)

Small enterprises like Touronto Travelers Group play a pivotal role in the travel and tourism sectors of Bangladesh as well as moving the overall economy forward for the country as SMEs are responsible for increasing employment in a significant margin.

2.9 Recommendations

They should follow GAAP to attract more investors and should move away from a cash basis. If Touronto Travelers Group wants to keep appropriate financial records, they will have to move to the accrual basis accounting and follow the accounting cycle properly as this too will increase the chance of getting investors. They must expand their community by expanding international destinations. They should try their best to include Europe and other regions to find possible growth. They should make content for popular social media other than the meta platform. Providing services outside Dhaka and focusing the northern division of Bangladesh can also help them excel.

Chapter 3

Project Part

3.1 Introduction

This study will provide a performance analysis of Touronto Travelers Group. It will give us some crucial information about how one of the core HR function performance evaluations is handled within this organization. Through this analysis, we will be able to come up with some decisions which will not only provide us with a clear outlook on the company but also on the potential problems that might arise. In other words, this is an outlook of their performance appraisal. This report will also discuss the job rotation of Touronto Travelers Group and the impact it has on performance.

3.1.1 Literature review

What is Job Rotation?

The term "job rotation" refers to a management strategy in which employees are rotated from one position to another. Doing this provides a better understanding to the individuals about how the organization functions. However, the specific goals of the job rotation must be presented. (Aldaihani et al., 2022)

A method of management training that involves moving a trainee from one department to another to broaden their experience and determine their strengths and weaknesses. Originally job rotation was created for job restructuring and to make work environment challenging and exciting. This also gives an opportunity for the employees to broaden their knowledge about their respective organizations. (DESSLER, 2018)

Purpose of Job Rotation

1. To make it possible for each employee to work in various departments.

2. To provide employees with cross-training and boost job satisfaction, In order to lessen the negative effects of the strikes, to keep organization operations running smoothly during strikes,

3.To improve the employees' work experience,

4. To make work more fun,

5. To boost employees' productivity and abilities at work, to lessen employees' aversion to doing the same tasks over and over again. (Aldaihani et al., 2022)

Performance Appraisal

Performance appraisal is a comparison between an employee's current performance with their respective performance standards.

Performance Appraisals Processes:

1) establishing work standards, (2) evaluating the employee's actual performance in relation to those standards, and (3) providing the employee with feedback with the intention of assisting the employee in either eradicating performance deficiencies or maintaining performance above par. (DESSLER, 2018). There are four reasons to evaluate the performance of subordinates.

- First, we'll see that, despite the fact that many companies are using informal discussions between managers and employees to supplement or replace annual

reviews, the majority of companies base decisions about pay, promotions, and employee retention largely on the employee's appraisal.

- The employer's process for managing employees' performance relies heavily on appraisals. Continuously ensuring that each employee's performance aligns with the company's overall objectives is the goal of performance management.

- The evaluation enables the manager and subordinate to devise strategies for enhancing strengths and addressing weaknesses.

- Gives an indication of TNA.

Performance Standards

Normally, the performance standard is divided into three categories. (Fisic, 2022)

After evaluating the employees, an employer or manager might have the following expectations:

1. 'Met' if an employee performed adequately,

2. 'Exceeded' if they performed beyond expectations, and

3. 'Not Met' if they performed below the standards.

But in Touronto Travelers Group employees are rewarded based on their KPI which includes the cold calls that were actually converted. Other efforts in performance are not considered. However, there is a performance target for cold calling which implies that 200 cold calls a week is seen as a performance standard.

3.1.2 Objective

The primary objective of this study is.

- To determine the relationship between job rotation and performance and productivity

- To analyze the performance standard.

- To find out the performance level without job rotation

3.2 Methodology

Sample size: The sample size for conducting this study was 10. As Touronto Travelers Group is a small enterprise it is very difficult to take a higher sample

Type of Data; To get a better understanding we will use quantitative data. The weekly summary of 10 employees is counted as our primary source of data.

Gender: In this study, only the male demographic was considered as there was no female employees at that time.

This study was conducted in the business development department as they were often given the task of content creation during job rotation. Individual performance. Their performance standard is performing 200 cold calls weekly.

3.3 Finding and Analysis

3.3.1 Weekly Performance

SL. No.	Age	Remarks	No. of Cold Calls Attended	Percentage
1	28	Met	200	100%
2	30	Exceeded	215	108%
3	31	Exceeded	210	105%
4	33	Exceeded	205	103%
5	19	Exceeded	206	103%
6	25	Do Not meet	180	90%
7	22	Do Not meet	175	88%
8	20	Do Not meet	193	97%
9	26	Met	200	100%
10	27	Met	200	100%
	26.1		**1984**	

Table 1: Weekly performance Table For the month of September 2022

From Table 1, it is shown that the average age of our samples is about 26 years. After converting performance to the percentage, we can clearly see that only 30% of the sample fail to match their performance while 70% percent either matched or exceeded the performance standard. That team has total attended 1984 calls.

3.3.2 Correlation Between Job Rotation and Performance.

SL. No.	Age	No. of Cold Calls Attended	Additional Tasks assigned
1	28	102	5
2	30	105	4
3	31	100	6
4	33	160	4
5	19	155	1
6	25	175	3
7	22	160	2
8	20	200	0
9	26	195	1
10	27	194	1
	26.1	1546	

Table 2: Weekly Performance Table during job rotation.

From Table 2 it was found that r = -0.87 meaning there is a strong negative relationship between the additional task assigned and the number of attended cold calls. We can also see that the total number of calls has decreased by about 22%.
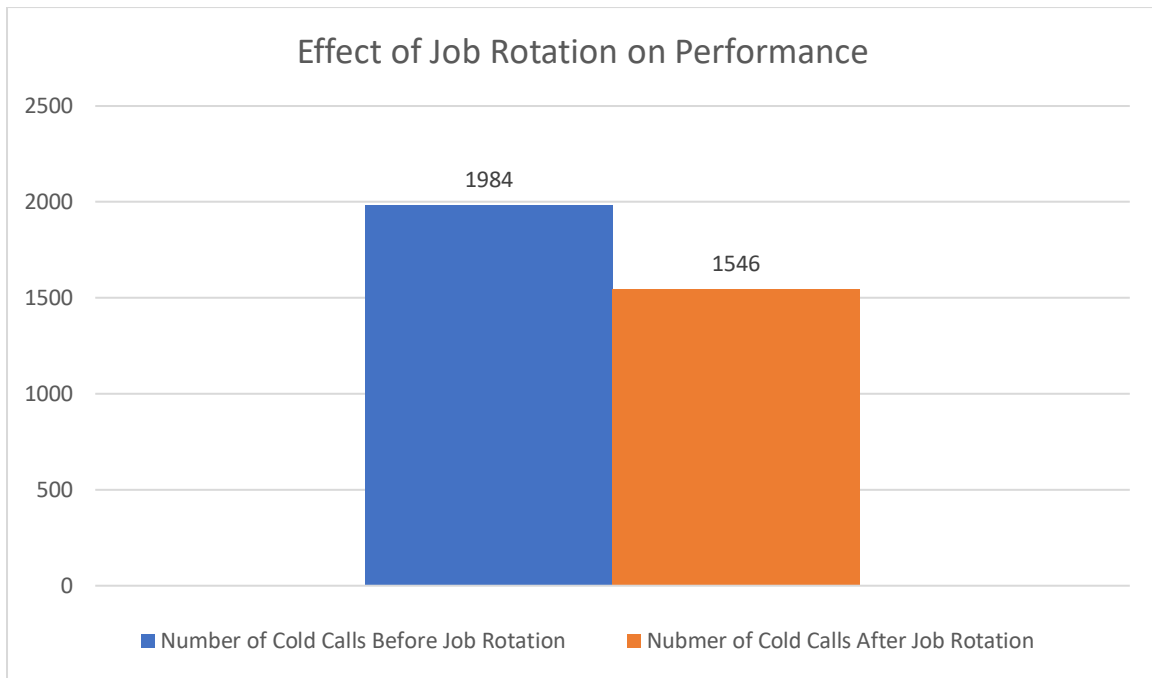
Figure 3: The Effect of Job Rotation on Performance

In Figure 3 the blue chart indicates the week where there were no additional tasks assigned and on the other hand the orange chart indicates the week with additional assigned tasks. From the blue chart we can see that there were 1984 attempted cold calls but in orange chart this number declined to 1546. Indicating about 22% reduction in performance.

3.4 Summary and Conclusion

Job rotation is mostly used for providing better understanding to the people on businesses and broadening their knowledge throughout the process. This is a procedure that should be implemented during job restructuring and while implementing managerial training. Unfortunately for Touronto Travelers Group job rotation has a significant detrimental effect on their performance. Because they use job rotation as a cost cutting measure which means they distribute the work among the existing employees instead of hiring new people and

establishing different departments. Because many tasks piles up and it almost becomes impossible to complete these tasks within deadline. Based on performance charts and tables we can see that there is a strong negative relationship between the number of tasks assigned and the overall performance. This further proves that job rotation has a negative effect on their performance. This also indicates an inadequate implimentation of TNA and lack of training. However, it is worth mentioning that this report only indicates the short-term effect of job rotation. The long-term effects of job rotation in this organization need further studies and research. Another thing to note is that this organization does not have any HRD department dedicated to the training of the employees, so the performance loss seemed rather tamed. Further study is also needed to determine if job rotation can be used as a cost cutting measure.

3.5 Recommendations

Based on this study they should take the following steps to make job rotation viable.

Conducting TNA more appropriately and providing training so that the employees can handle job rotation. Creating a training department will be a better decision if they can afford it. If they have financial trouble handling a human resource development department then they can always hire someone on a contractual basis. Assign job rotation in managerial position as this will give better insight to the managers about coordination among the different departments and this is one of the main purposes of job rotation which is to give better understanding about the nature of the job. Avoid job rotation in the sales department as it may reduce the overall revenue, this department is also directly responsible for converting their prospective clients, which is stressful in its own way. Hiring more employees would be the right step if they can afford to do so. Innovate in motivating employees, like giving paid leave if someone

has accomplished their tasks. Stop using Job rotation for cost cutting measures as it is usually not meant to be used that way. If it is used as cost cutting measures, then the tasks will increase to an obscene amount, and it will take a toll on the performance.

3.6 Limitations

This study was conducted with only 10 participants in a single department as there were time constraints as well as there were low number of people working there. Not only that but also the organization maintains strict confidentiality, so it is needless to say that not all aspects of this organization were revealed to me. There is a possibility of my own mistakes and misunderstandings.

References

1. DESSLER, G. (2018) Job Analysis and the Talent Management Process. *Human Resource* (16th ed., p. 103). New York: Pearson Education, Inc.

2. DESSLER, G. (2018) Recruitment, Placement, and Talent Management. *Human Resource* (16th ed., p. 132). New York: Pearson Education, Inc.

3. DESSLER, G. (2018) Recruitment, Placement, and Talent Management. *Human Resource* (16th ed., p. 134). New York: Pearson Education, Inc.

4. DESSLER, G. (2018) Recruitment, Placement, and Talent Management. *Human Resource* (16th ed., p. 136). New York: Pearson Education, Inc.

5. DESSLER, G. (2018) Training and Developement. *Human Resource* (16th ed., p. 258). New York: Pearson Education, Inc.

6. Hayes, A. (2022). Operations Management: Understanding and Using It. Investopedia. https://www.investopedia.com/terms/o/operations-management.asp

7. Martin, M. (2022). What is MIS? Introduction & Definition. Guru99. https://www.guru99.com/mis-definition.html

8. Griffin, R. W. (2016). Fundamental of Management (8 ed.). Boston: Cengage Learning.

9. Kotler, P., Armstrong, G., & Opresnik, M. O. (2021). Principle of Marketing. London: Pearson Education Limited.

10. Blanchard, Thacker, and Ram. (2014). *Effective Training* (5th ed.). Dorling Kindersley (India) Pvt. Ltd.

11. Milkovich, G., Newman, J., & Gerhart, B. (2013). *Compensation* (11th ed.). McGraw-Hill Education.

12. Corporate Finance Institute. (2022, December 14). *Solvency*. https://corporatefinanceinstitute.com/resources/commercial-lending/solvency/

13. Martin, M. (2022). How Porter's Five Forces Can Help Small Businesses Analyze the Competition. Business News Daily. https://www.businessnewsdaily.com/5446-porters-five-forces.html

14. Doyle, M. (2022). *7 Leadership Styles and How to Find Your Own. Business Class: Trends and Insights |* American Express. https://www.americanexpress.com/en-us/business/trends-and-insights/articles/the-7-most-common-leadership-styles-and-how-to-find-your-own/

15. Liza, U. (2022). Target Customer: What It Is & How to Identify It. QuestionPro. https://www.questionpro.com/blog/target-customer/

16. Wikipedia contributors. (2022, August 25). Marketing channel. Wikipedia. https://en.wikipedia.org/wiki/Marketing_channel

17. Employment, Small Business, and Training. (2022, December 8). New product development. Business Queensland. https://www.business.qld.gov.au/running-business/growing-business/new-product-development

18. St-Jean, E., Silverthorne, V., & Snider, E. (2022, August 18). recruitment. HR Software. https://www.techtarget.com/searchhrsoftware/definition/recruiter

19. Justin Pritchard. (2021, December 18). The Balance. https://www.thebalancemoney.com/efficiency-ratio-calculate-how-profitable-your-bank-is-4172294

20. Fisic. (2022). Why and how to create performance standards in an organization (plus examples). Clockify Blog. https://clockify.me/blog/business/performance-standard/

21. Kenton. (2020, December 21). Cash Basis Accounting: Definition, Example, Vs. Accrual. Investopedia. https://www.investopedia.com/terms/c/cashbasis.asp

22. Horton, M. (2021, May 31). The Difference Between Profitability and Profit. Investopedia. https://www.investopedia.com/ask/answers/012715/what-difference-between-profitability-and-profit.asp

23. Hayes, A. (2022, July 11). What Is Financial Leverage, and Why Is It Important? Investopedia. https://www.investopedia.com/terms/l/leverage.asp

24. Tuovila, A. (2022, December 14). Horizontal Analysis: What It Is vs. Vertical Analysis. Investopedia. https://www.investopedia.com/terms/h/horizontalanalysis.asp

25. Tarver, E. (2022, July 10). Learn About the 8 Important Steps in the Accounting Cycle. Investopedia. https://www.investopedia.com/ask/answers/050815/what-are-most-important-steps-accounting-cycle.asp

26. Aldaihani, F. M. F., Almutairi, S. M. S. N., Alshammeri, J. G. A., Almutarir, F. B., Aldaihani, A. M., & AlDurzi, S. A. (2022). Benefits and Implementation of Job Rotation: Recommendations for Kuwaiti Civil Service Commission. *Journal of International Business and Management*. https://doi.org/10.37227/jibm-2021-12-3286