

INTERNSHIP REPORT
ON
GENERAL HR PRACTICES OF YORK HOLIDAYS



www.yorkholidaysbd.com

Submitted To
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Letter of Transmittal

Date: 10th August, 2015

To
Syed Mahmudur Rahman
Lecturer of E-commerce & MIS
BRAC Business School
BRAC University

Sub: *Submission of Internship report on “General HR Practices of York Holidays”*

Dear Sir,

With due respect and humble submission I would like to inform you that I am Thasnim Khanam Alis from MBA program here in submission of my internship report. It is indeed a great pleasure to have the opportunity to submit it which I have prepared according to your instructions. The topic I have worked on is ‘General HR practices of York Holidays’. While working on that company and preparing this Internship report I came to know about several HR practical knowledge. I have tried my best to present all the things to make the report more informative and usual one. If any part of the assignment means inappropriate and irrelevant with the subject, please advise me.

In fine I am very grateful to you for assigning such an important area of business firm and your kind and generous guidance to make the report successful.

Thank you so much.

Sincerely-

.....
Thasnim Khanam Alis
ID# 12364048
Program: MBA (Major in Human Resource Management)

CERTIFICATE OF THE SUPERVISOR

It is my pleasure to certify Thasnim Khanam Alis is going to complete her MBA program from BRAC University and has confidently completed the internship at York Holidays for a three months period.

It is declared that she has been working hard in preparing this report for last three months and finally has completed it successfully with an excellent performance under my supervision from May 1st, 2015 to July 31, 2015.

I wish her a successful life.

.....

Syed Mahmudur Rahman
Lecturer of E-commerce & MIS
BRAC Business School
BRAC University

Acknowledgement

I would like to acknowledge the guidance and effort of Internship and placement committee for arranging such a nice program for creating theoretical learning with real life situation. It's a pleasure to convey my heartiest gratitude and greeting to my honorable supervisor Syed Mahmudur Rahman, Lecturer of E-commerce & MIS, BRAC Business School. Without his cooperation, it would have been impossible to derive the report into a nice ending. I'm grateful specially to Mr. Md. Jakaria Habib, CEO of York Holidays for his kind cooperation and Mr. Tushar Ahmed , Manager , HR & Admin for his cordial support to make this report done. I would also like to acknowledge and thanks the following personnel who has extended their wholehearted cooperation for preparing the report.

- Mrs Tanni Mahbub
- Ms. AKhlima Akhter
- Md. Hasanul Islam

Finally I would like to convey my gratitude to all of the employees from York Holidays, to all of my course instructors from MBA program and many more who extended their heartiest co-operation in this report making.

Preface

We will be benefited through our education if we can effectively apply the institutional education in practical fields. Hence, we all need practical education to apply theoretical knowledge in real world to enhance the scope of learning. By considering this importance, BRAC University arranges internship program each semester compulsorily for the students of Masters of Business Administration (MBA) to complete the requirement of the program. As a part of this program my topic of the study was selected as “General HR Practices Of York Holidays’ and I tried my best to conduct effective study by collecting current data from the organization throughout my working period. There might appear some mistakes but it is truly undesirable. So I would request to look at the matter with merciful eyes.

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Executive Summary

In Bangladesh, travel agent has become an active partner of the society now days. With the numerous presence of travel agent; it is making this business competitive day by day. Certain strategy is implemented by each travel agent in order to survive in the wave of competition while HR is a department which plays the most important role in developing any sort of business.

This report covers the introduction of the industry and company; and then describes the key responsibilities of a HR professional he/she needs to perform in order to giving a proper structure to the organization. Challenges are there in every phase of the HRM like- making a suitable current and future plan for the human resource, allocating adequate budget for proper implementation of the plan, in time recruitment as per the company policy within the budget, development and training of HR professional as well as adopting the change management issues, ensuring the measurement of HR effectiveness, taking care of compensation & benefit issues and so many where potential solutions are to be found in accordance with the company size, age, growth, development etc. A brief SWOT analysis found out the limitations and the opportunities of the company that can specify the actions that correspond to the elements identified. The report also finds the prospects of the company in its current position where some of them are not positive. The major areas of weakness require remedial action by management which includes long term strategic plan and integration of HRD since it is aligned with strategic and business planning, strict HR monitoring, effective job analysis, internal communication & coordination etc.

Chapter: 1

#

Introduction Part

1.1 Introduction:

People have very complex needs. One of them is the need for traveling either for leisure or business purposes. Seeing that a person has traveling needs whether for leisure or business, it creates business opportunity in this sector, such as transportation, accommodation, travel agents, tour operator, food and beverage service, etc. Travel agent as one of the businesses involved has a considerable role in fulfilling a person needs for travel. Travel agent provides services in which make it easier for the person fulfill his travel needs.

It was a wonderful experience to work in a travel agency in order to fulfill my MBA program. I was assigned to work on general human resource practices of the mentioned company where I got the opportunity to integrate and combine my theoretical knowledge with the practical knowledge field. All the common fields of HR area were covered so far during this work period to study on. I gathered knowledge on general HR aspects of the company as well as identified some issues which are being hindrance in the growth of the company. I have done a SWOT analysis on the HRM Practice of York Holidays followed by discussing the critical points arisen during the work period and tried to put some recommendations according to my knowledge I have gathered so far followed by the conclusion.

This report emphasizes on the HRM sector of the organization since we all know that Human Resource management is an important aspect for any organization in pursuing its goal. Without a careful knowledge and management efforts, inefficiency will likely to be faced. Theory presents an ideal approach how Human Resource Planning should be conducted. However, this report is intrigued to discover how Human Resource Management is applied in real situation, since the real world is dynamic and always changes. This paper is a case study on how Human Resource Planning is applied in **York Holidays**, one of the travel agencies in Bangladesh. The result shows that the best practice does not always in accordance with the theory. Human Resource Management, in this case of Human Resource planning, is regarded as flexible approach suited the needs of the organization.

York Holidays has been in the business for four years. With long its history, experience, as well as its ups and downs, there must be something that can be learned from the company from the hr perspective as well as from every aspect of business. As it is important to study about human resource management in Travel Company, therefore, this paper is titled “**General HR Practices of York Holidays**”

1.2 Scope of the report:

It was my great pleasure that during the time of preparing this report, I got cooperation to discuss each and every aspect of the HR related activities of the company which includes some confidential data of the employee and some other major facts. So the scope of the report making was vast from my end. As an intern, I got every kind of facility to study and work on each and every area of human resource department and an extensive discussion with the current employees made it easier for me to lead to an effective conclusion.

1.3 Objectives of the report:

There are two sorts of objectives of this report:

Broad objective: To gather an overall idea on HR functions of a company.

Specific Objectives: Specific objectives are as follows-

- To introduce the company and to endeavor the gap between practical and theoretical knowledge.
- To explain how a HR professional carries out the four major roles of HR.
- To identify the HR core responsibilities and implementing it in the right way.

- To acquire depth knowledge on all the key area of HR.
- To scan the practical scenario of the organization.
- To identify the challenges and opportunities of York Holidays.
- To propose changes for the development of the HR section.

1.4 Sources of the information:

Two types of sources were there to incorporate this report:

- **Primary:** Primary sources were the company's employees working over there for long term and human resource officers of York Holidays.
- **Secondary :**
 - ✓ The job responsibilities of the employees
 - ✓ Performance appraisal format
 - ✓ Performance appraisal guideline provided by human resource division

1.5 Methodology:

The study is qualitative descriptive analysis using two instruments: observation and interview.

Observation period was in between May-June, 2015 which was the main source of secondary data used in the report. Interview session was conducted in between June-July, 2015 which gave more reliable data about the company. Staff representatives from both senior and junior levels were interviewed to set the accuracy of the information.

1.6 Goal of the Study:

By analyzing the theory and the application, the gap between the theory and the application can be identified and reasons can be discussed. The result of the study can generally be used as an input for those who are interested in managing a travel agent and specifically be an input for Royal Rainbow Tours to optimize their human resources process.

Chapter: 2

#

Company Profile & Job Responsibilities

2.1 Company Profile:

York Holidays is a new horizon in the tour and travel industry in Bangladesh. It is an ATAB certified travel agency located in Uttara, Dhaka which was registered in 14 June, 2011 under IATA. It is extending its offer to the various levels with a view to let people experience the living heritage of different countries of the world. Over the years, It has been focusing its energies on developing and unfolding the vision of holidays tours to become a glorious tourism organization that will have reached its potential to deliver sustainable economic, social, recreational and environmental benefits for the people of Bangladesh. It aspires to provide a travel experience that can only be described as a world of difference. Right from the moment one sets foot at its office, it is committed to making the time with it a true delight; one that it hopes will always remain evergreen in memory.

It operates various regular, customize and special tour packages round the year. As a professional tour operator in Bangladesh, it regularly operates customized international tour packages. (Company website)

2.2 Aspects:

People now-a-days like diversification in their life. So, they feel to visit different countries of the world during their vacation and this has become as the global culture and tradition. Now-a-days, tourism in Asian regions has become more fast-changing at the age of globalization. However, global culture has more or less influence on local areas. As a result, there are a great number of major issues and challenges which need to be considered and discussed in terms of tourism development in contemporary Bangladesh. People feel refreshed and joy to visit different alluring sites of the world. This sector is very prospective as there is no kind of barrier from any particular ethnic community. People will be able to move any part of the world independently.

Hence, York Holidays is one of the officially recognized tour operators. It has specialization in creating customized and private tours for the independent travelers and groups with special interest. All their tours are guaranteed to mesmerize people with impressive tour operations at

the most competitive price. It invites people for the variety of tour packages, adventure & safari activities catered to personal preferences. The leading overseas travel agencies have recognized its efficiency, quality of service and responsibility. York holidays is a proactive travel organization in Bangladesh tourism industry which is professionally managed closely held agency and management control is vested with the first generation promoter entrepreneurs. The organization is specialized in outbound tours and offers a host of tourism related services to outbound tourists in the neighboring countries like Nepal, Bhutan, Indonesia, Malaysia, Thailand, Sri Lanka, India, China, Singapore, Dubai and many more countries. It is also the pioneer in promoting the destination Nepal which has panoramic natural sights of its own. (From Company CEO message & Company website)

2.3 Services offered by the company:

Multiple services they are offering right now to the corporate clients and the individuals. It includes:

- Different holiday packages to various countries.
- Travel packages like-
 - ✓ Malaysia Tour Packages (kuala lumpur, langkawi , penang)
 - ✓ Thailand Tour Packages (Bangkok, Pattaya & Phuket)
 - ✓ Singapore Tour Package
 - ✓ Bhutan tour Package (Thimphu & Paro)
 - ✓ Maldives Tour Packages
 - ✓ SRI Lankas Tour Packages
 - ✓ China Tour Packages
 - ✓ ICC World Cup 2015 Package
 - ✓ Indonesia Tour package
 - ✓ Philippine Tour package
 - ✓ Nepal tour package

- ✓ India Tour package
- ✓ 31st in Bangkok

- Ticketing
- Hotel Booking
- Visa Processing

(Company Website)

2.4 York Holidays at a glance:

Registration	14 June, 2011
Office Location	House#01, Road#05, Sector#01 Uttara Model Town, Dhaka 1230
Website	www.yorkholidaysbd.com
Managing Director	Mrs. Ankhi Habib
CEO	Md. Jakaria Habib
Business Partners	Travel Shop Ltd. Discovery Tours & Logistics

Table 1: York Holiday's at a glance

2.5 Organization Mission:

Creating customers need through providing qualitative services and ensuring high standard in every aspect of service as well as supporting customers by providing complete planning tour Package which is comfortable, convenient with quality service.

2.6 Organization vision:

Striving hard to optimize profit through conduction and transparent business operations and to create more competitive environment in the internal and external market and thus becoming the ultimate choice of travelers in Bangladesh.

2.7 Core Values:

The core values of York Holidays are-

- Emphasis on Innovation
- Excellence in public services
- Respect for diverse voice and ideas
- Culture of teamwork and communication
- Stewardship of the public trust
- Tradition of reliability
- Responsiveness in customer service

(Company profile book)

2.9 Company Organogram:

York Holidays has a strong management team with some dedicated personnel. Here is the organogram of company's manpower structure:

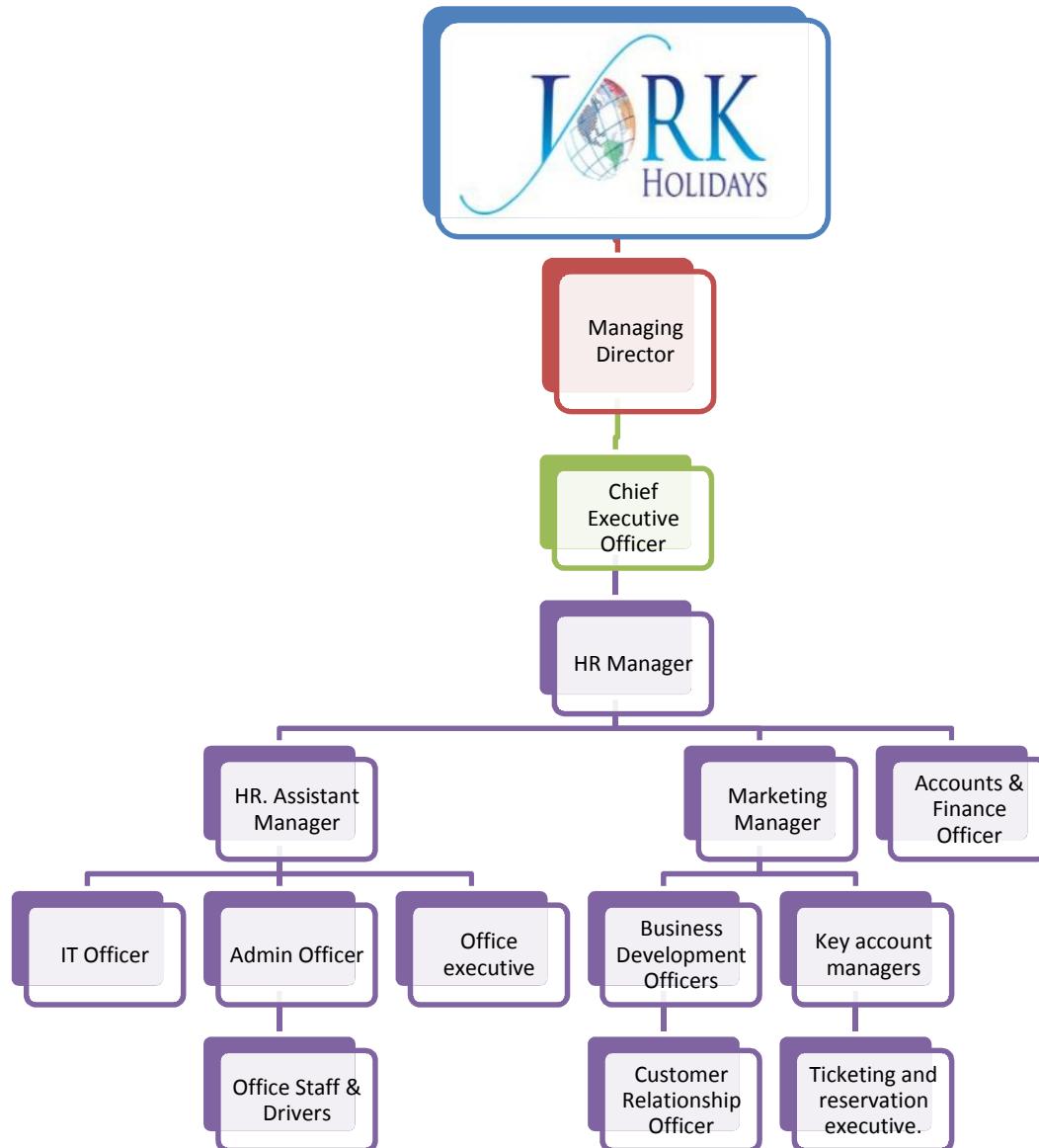


Figure 1: York Holidays Manpower Organogram

2.8 Job Responsibilities:

Working in travel agency as HR official is a rewarding experience because one can help individuals coordinate their travel arrangements. As with growing and expanding the business, organization might hire other agents to assist it with clients. Closely monitoring the work and progress of the agents is a key to keeping clients satisfied. In addition, Organization wants to create an effective human resources (HR) department to manage employee relations. In that aspect York holidays hired me as an intern and my assigned job responsibilities in York Holidays were-

- Ensuring proper Work Environment was one of the key responsibilities. Agents will spend the majority of their days communicating with clients and discussing prices with hotels, airlines and cruise lines so they'll need adequate equipment, including computers, telephone lines, faxes and printers. They also require software programs to create spreadsheets and correspondence. In addition; travel agents require privacy and a quiet working environment. My job was to ensure all of this setup.
- Hiring agents with experience or degrees in travel and tourism who have hands-on experience coordinating multiple travel arrangements and dealing with clients that can contribute to the efficiency of the firm.
- Keeping staff motivated employing various motivation techniques like regularly showing appreciation and rewarding staff for their hard work, offering financial rewards such as a cash bonus, sending them on a trip, giving team realistic sales target, speaking with team members individually and offering one-on-one assistance etc.
- Promoting equality and diversity as part of the culture of the organization.
- And working and monitoring on general HR activities on York Holidays such as-ensuring coordination of various departments, paying and compensation; setting conditions of employment.

(According to Company job responsibility outline)

Chapter: 3

#

Overview of General HR Activities from Travel Agency Aspect

3.1 General HR: The role of general human resource management is to plan, develop, and administer policies and programs designed to make expeditious use of an organization's human resources. It is that part of management which is concerned with the people at work and with their relationship within an enterprise.

- **Its objectives are:**
 - ✓ Effective utilization of human resources;
 - ✓ Desirable working relationships among all members of the organization; and
 - ✓ Maximum individual development.
- **The major functional areas in human resource management are:**
 - ✓ Planning,
 - ✓ Staffing,
 - ✓ Employee development and
 - ✓ Employee maintenance.

These four areas and their related functions share the common objective of an adequate number of competent employees with the skills, abilities, knowledge, and experience needed for further organizational goals. Although each human resource function can be assigned to one of the four areas of personnel responsibility, some functions serve a variety of purposes. For example, performance appraisal measures serve to stimulate and guide employee development as well as salary administration purposes. The compensation function facilitates retention of employees and also serves to attract potential employees to the organization. (MBA class lecture)

3.2 Travel Agency HR Plan:

The travel agency is rapidly growing, but its HR department does not have a clear mission and function. In developing HR strategies, it is important to refer to the organization's objectives, as well as a clear mission statement. In order for the company to accomplish its goal of growing the organization, it is imperative that an HR strategic plan is conducted. This paper will go over what is needed in order for the HR department to accomplish the overall strategic business plan.

3.3 Function and Challenges in HR Department:

One of the functions of HR is Human Resource Planning, Recruitment, and Selection (Byers, 2008). The travel agency is growing and hiring more employees can be a challenge. It is important to find candidates with the right type of qualifications and experience to fill specific jobs within the organization. Planning for such growth, travel agency's HR department needs to orient and train employees, as well as build effective teams within the organization. With such a number of new hires, it will be challenging to handle the organizational change especially finding a fit between culture and new employees. Once the HR department has been created, functions such as performance appraisals, compensation and benefits, and conflict management are also carried out, but it would be challenging if the team is understaffed or inexperienced in HR department.

3.4 Purpose of HR Metrics and Effects on Senior Management:

It is necessary for travel agency to have a system in place to measure level of satisfaction. The purpose of having HR metrics is to know whether or not a function is moving in the right direction. It is the HR department's mission to achieve strategic goals and drive shareholder value by ensuring that each function takes primary responsibility. For instance, one of the biggest tasks for travel agency's HR department is in the area of recruiting. The purpose is to measure the performance of the HR department. The metrics are related to the HR functions. There may be headings like employee turnover, recruiting, training, and development, payroll administration, and performance evaluation. Each heading may have up to four or five items. The effect on senior management is twofold. First, the senior management knows exactly what to expect of HR. Second, the senior management can use the metrics to evaluate the performance of HR. The senior HR manager comes to know exactly what the company expects of him and so takes steps to ensure that his department performs well in accordance to the metrics. Training, Recruitment, performance evaluation, and organizational change are each evaluated on a five point scale.

3.5 How the HR planning Process Will Be Applied:

The HR planning process will be applied to the travel agency in the following way-

- The HR requirements are forecasted by the HR manager or head of HR.
- With rapid expansion of the travel agency there will be a need for effective management of change. So how this sudden growth is managed is planned. In case of the travel agency, the induction of 50 new persons will bring an organizational change.
- The third step in the HR planning process will be to realize organizational goals. The HR department should develop its metrics in such a way that they support the organizational goals.
- The fourth step of the HR planning process is the promotion of employees. Promotion is completed in accordance with the performance of employees.
- Finally, the last step of HR planning is to realize the objective of effective utilization of human resources. The planning process at travel agency will commence with the objectives set by the top management. The responsibilities for each task will be allotted, budget.

3.6 Recruitment process:

The Recruitment Unit continues to focus on streamlining company's selection processes and enhancing its talent management tool to respond to the need for speedy and effective recruitment, while upholding company's principles of equal opportunity, transparency and fairness.

(<http://smallbusiness.chron.com/six-main-functions-human-resource-department-60693.html>)

Chapter: 4

#

HR Practices in York Holidays

4.1 HR Practices in York Holidays and its general structure: Despite of its size or age of the organization, York holidays established a Human Resource department just unlike other ten small organizations having realized its importance in the current competitive market. Since I worked in the HR department directly, I came to know how this company is practicing HR functions and applying the HR strategies in the company.

Here is some brief of their HR policy, practice and implementation-

HR division of York Holidays is formulated within a hierarchy structure. It contains three major posts which are directly encompassed with HRM. They are-

- HR Manager who is working directly under the supervision of company CEO.
- HR Assistant Manager who works under HR manager's supervision and
- Admin officer who works under both.

(Company directory)

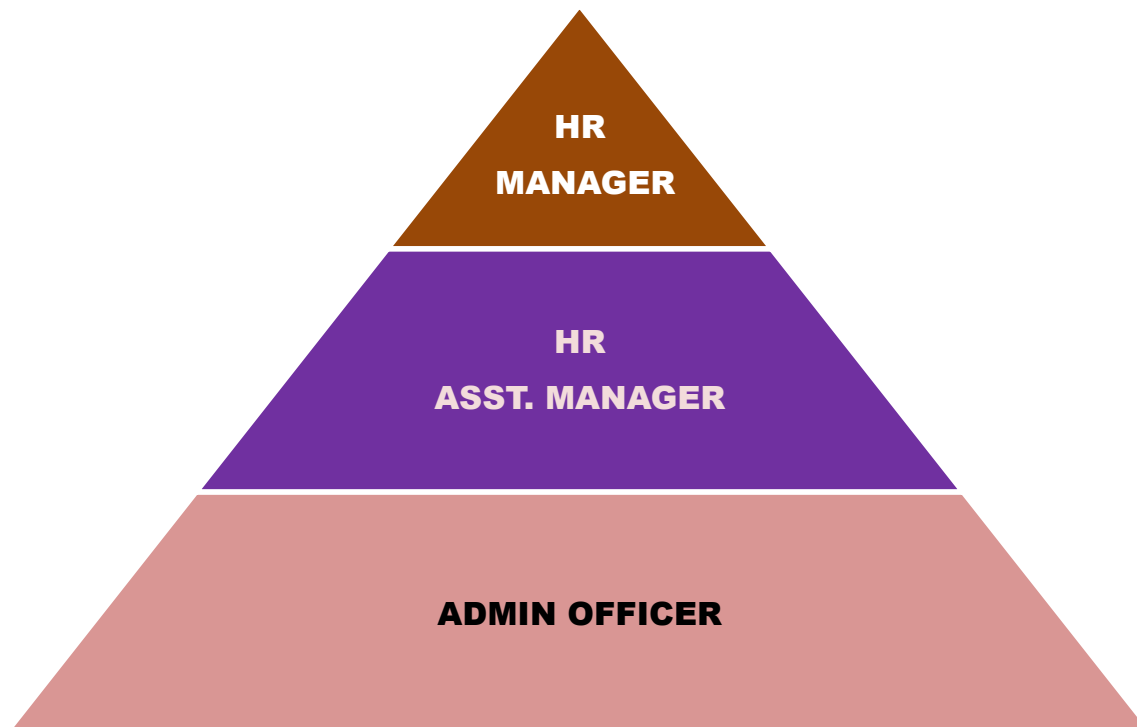


Figure 2: HR workforce Hierarchy of York Holidays

4.2 Major Areas of Company HR Management:

The major areas the York Holidays HR team works on are following-

- Staffing
- Human Resource Development
- Compensation & Benefits
- Safety & Health Issue
- Employee Relation
- Performance Appraisal

4.2.1 Staffing:

Achieving organizational objectives requires having the proper number of employees with the appropriate skills. Staffing accomplishes this objective through four tasks. The first task is job analysis, which examines specific job functions in determining the skills, duties and knowledge required for each position. It is already mentioned that travel agency needs the sort of screening which really is effective for travel related activities.

York Holidays recruitment & selection process is typical I say. They mainly advertise on bd jobs.com or sometimes look for recruiting agency like Enroute Bangladesh since the MD of that agency is a close friend of York Holidays CEO. For the selection process, once the HR Manager has got several candidates to fill in certain post, he would do selection process by interviewing them. The interview process is conducted twice, one is with the department manager or the senior staff and the other is with the director himself. There are two basic qualifications in order to pass the selection process. The first one is intelligence and the second one is attitude. For staff level, at least the person has to be tourism vocational school graduates and for managerial level; the person must minimally have diploma certificates. For tour department, the person must be able to make tour program and can speak English, while for ticketing department, the person must be computer literate and able to use Abacus Reservation System.

4.2.2 Human Resource Development (HRD):

Six functions, including training, development, career planning, career development, and organization development and performance appraisal, make up **Human Resource Development (HRD)**.

Here in York Holidays, once the employee is hired, he/she would undergo a three-month probation period, including one month training period. Training is a process designed to provide employees with the knowledge and skills needed for their present job. Focusing on long-term learning needs is development. The ongoing process of career planning sets career goals for employees and identifies the means to achieve them. Career development is a formal approach used by firms to ensure that people with the proper qualifications and experiences are available when needed. A planned process for improving the firm by developing its structures, systems and processes to improve effectiveness and achieving desired goals is Organizational Development (OD). And finally, performance appraisal is a formal system of review and evaluation of individual or team task performance.

Training is given by the HR asst. Manager; the schedule is from 9 to 12 a.m. every day during the training period. And after the probation period is over, the employee will be evaluated whether he will be hired or not. On special event basis, the company would send its employee to join a training program, for example: when the company received an order to Malaysian tourists, the company enrolled its staff to short Malaysian Language course, and when there is an invitation for seminar, the company will send its staff to participate in it.

4.2.3 Compensation and Benefits:

Compensation includes all rewards that individuals receive as a result of their employment. **Pay** is the money that a person receives for performing a job. Additional financial rewards other than base pay include paid vacations, sick leave, holidays and medical insurance, and they are called benefits. Non-financial rewards are non-monetary rewards, such as enjoyment of the work performed or a pleasant working environment.

In York Holidays - In the probation period, a staff would receive TK.15, 000/Month for eight working hours, six days work and one day off, for three months. After that, once the staff could pass the probation period, then he/she would receive a salary which is in accordance with the minimum payment set by the organization. The salary already includes meals and transport. When the company serves a large group, then the staff would get an incentive for every field work he does. The incentive excludes accommodation and meals.

The company gives its staff health allowance of TK.1000/ month or TK.12000/year. This allowance is given to the staff whether they are sick or not. However, when the staff has got an accident or severe sickness which requires more money than the given health allowance, the company would give more.

4.2.4 Safety and Health:

Employees who work in a healthy and safe environment are more likely to be productive. Health activities seek to prevent illness and provide for general physical and mental well being. York Holidays ensures some safety issues like fire exit.

4.2.5 Employee Relations:

Business firms are required by law to recognize a union and bargain with it in good faith if the firm's employees want the union to represent them. This is still true despite the fact that the private-sector membership has fallen to 9 percent. To promote good relationship with the employees, the company organizes annual outing program for the employees. (Company Website)

4.2.6 Performance Appraisal:

Performance appraisal function monitors employee performance to ensure that it is at acceptable levels. Human resource professionals are usually responsible for developing and administering performance appraisal systems, although the actual appraisal of employee performance is the responsibility of supervisors and managers. Besides providing a basis for pay, promotion, and disciplinary action, performance appraisal information is essential for employee development since knowledge of results (feedback) is necessary to motivate and guide performance improvements.

There is no strict performance evaluation on the work done by the staffs in the York Holidays. The company evaluates probation staffs when they have completed the probation period and after that decides whether to hire or not. This evaluation is based on the employee's attendance and comments from the co-worker and the department manager.

While for the old staffs, the evaluation is based on the judgment of the director himself. The judgment is based on attendance, punctuality, honesty, and work done.

(Internal Source)

Chapter: 5

#

Company Analysis

5. SWOT Analysis of YORK Holidays: One of the most important aspects of a SWOT analysis for travel agencies is very simply the act of planning: the analysis helps take a good look at positioning in the market. Strengths are those aspects of business profile that give a distinct market advantage and upon which it can capitalize in marketing plan. The category of Strengths goes to those qualities internal to travel practice, not to external factors like the economy. Each component of the SWOT analysis bears a relationship to the others. Each of the strengths will give rise to opportunities or the capacity to exploit an opportunity. Likewise, the strengths allow the travel practices to better confront the threats on the horizon or compensate for weaknesses.

Here the SWOT analysis of York Holidays is taken place as a brief aspect of company analysis.

5.1 Strengths: There are some certain strengths York Holidays is possessing at the current time period. They are as follows:

- **High barriers to entry:** The market is less competitive and there is still high barriers to entry in the market as a result York holidays is facing less competition and growing fast despite of its limitations.
- **Highly experienced owner:** CEO of York Holidays is a highly experienced person in this sector who has long time practical experience in working this sector home and abroad. He completed his graduation in travel & Tourism Management From London and took some additional certified institute's diploma degrees in tourism & hospitality.
- **Limited competition in Uttara:** The office location is playing a vital role in growing the business since the location is in a prime area of Uttara model town and competitors are less likely to be available around.
- **High Gross Margin:** The Company set a very high gross margin which leads the annual profit to maximum level and generation of profit is influenced in a very supportive way for that matter.
- **Ability to sell product online:** York Holidays is able to sell its product online like tickets of multiple airlines, vouchers etc which results in reducing its cost and saving high time.

- **Visible Website:** Website of the company is decorated with the necessary information and designed by a good programmer though its not that rich in documentary content yet but its becoming highly visible day by day with the upgrading of the company profile.
- **Limited start up risk:** Starting a business has never been more exciting. The startup economy is rich with opportunity, innovation and potential. But at the same time, it is also fraught with high-stakes risks. And while it may be scary to take that leap of faith, jumping into the deep end of the startup pool is significantly less intimidating once one understands and assesses these risks. In York Holidays , start up risk factors were apparently limited since the well-trained and experienced employees always going through the protocols office set for it, the company offering the service is attractive and benchmarked.
- **Work Environment:** During my working period, I experienced a very decent working environment in the York Holidays which is considered one big strength of a company now a days.

5.2 Weakness: Certain weaknesses there as well of York Holidays are as follows:

- **Limited Start up cost:** The start up cost is limited in this company which was around 40 lac that sometimes doesn't seem adequate in maintaining stuff.
- **Inadequate Human Resource:** The Human resource is not sufficient it seems in terms of the service providing system. Sometimes lack of personnel results in work hamper as well as service gets poor.
- **Lack of proper planning:** York holidays needs proper human resource planning in order to retain its employees for long run and generate profit oriented environment.
- **Lack of Job Analysis:** Company has to go through a well-designed job analysis system to determine the future employee requirement and assessment of current human resource.

5.3 Opportunity: SWOT analysis aims to identify the key internal and external factors seen as important to achieving an objective. It is the external factor that can improve or sustain effectiveness of HR practices. Here opportunity is a vital element to be discussed. The ones below are of York Holidays opportunity in the current market:

- **Work force growth:** One of the most significant external factors for HR is the opportunity for workforce growth in York Holidays due to increased demand for the company's services. Though previously the scenario was different but now a days company understands and translates into better raises or higher wages for current employees, along with growth for the surrounding community through the hiring of more workers.
- **Recruitment process:** The recruitment process is mostly internal which reduces the cost of the company and sometimes the recruiting agency.
- **High individual income:** Bangladesh has reached into a middle level income country recently and individual income has raised up which opens the golden door of the travel industry. People love to visit new places and countries and they seek for travel agents who are providing quality service with reputation. So York Holidays' is a new horizon in this quality service area with some dedicated trained and experienced employees.

5.4 Threats: Threats are external factors that negatively impact the company and ultimately the HR department. Certain threats are there as well for York Holidays which should count for future market capture. They are:

- **Low Salary structure:** Employees can switch to where it offers better working conditions, wages or benefits to their employees and, therefore, recruit the best-qualified workers. HR departments can't always insulate themselves from all external factors because some are imminent.
- **Lack of training and development:** Here in York Holidays, regular training and development opportunity for the employees is low that leads to the employees put low

performance in some cases and it results in poor services which ruins the image of the company and directs loyal customers to change their mind.

- **Less Motivation:** Employees need full time motivation through various motivational techniques which is almost absent in the company that creates employee turnover.
- **Political unrest:** Political violence sometimes stands as a big threat for the growth of business and it obstacles the regular profit generating margin.
- **Similar services:** Similar services the company is offering can be offered by its competitors fast which can be considered as a weakness. It needs innovation.

Chapter: 6

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Recommendations

6. Recommendations:

- York Holidays should follow the general HR rules which are of effective for the organization in the long run like employee retention, long term strategic planning, proper implementation of HR policies etc. The planning should be more integrated and moving towards a more mature service delivery.
- Many departments have two-year human resource plans, which are updated annually to reflect current priorities. Consideration could be given to the benefit of looking farther out beyond one year especially where human resource strategies of a more long-term nature may be appropriate.
- When accessing and addressing gaps in human resources, consideration should be given to risks. In that way, those areas of highest priority can be identified for earliest action given limited resources.
- The progress should be monitored regularly on human resource plans against business objectives so that the plan does not become an attachment to the business plan that is really just a stand-alone document. York Holidays should evolve its integrated planning to its greatest usefulness and potential. It should formalize and standardize the performance reporting process on human resource plans in time.
- It should set adequate annual budget keeping employee compensation and benefits in mind for ensuring a better competitive working environment with highly motivated staff.
- The job responsibilities should rank wise be well-defined and well-designed so that employees can put the best outcome according to the guideline.
- York Holidays should develop and ensure an effective and regular training program for the employees by good mentors with adequate training tools be available around.
- In order to getting competitive advantage and to deliver quality services, top management should try to modify the services through effective implementation of HR policies.
- HR monitoring should be strict, regular and unbiased so that performance evaluation can be transparent and fulfill the employee expectation fairly.

- Internal communications and coordination between various departments should be ensured properly.
- Top management should focus on employee welfare as well as profit maximization at the same time ensuring productive contribution of the existing personnel.
- Company should analyze the current market position, competitors, customer demands and develop the overall strategy which is not only profit driven in the short run rather for a long run which needs a strong HR practice in the organization.

7. Conclusion:

My twelve weeks internship in York holidays gave me an important exposure and an insider look of such an organization where I came to learn some vital HR policies and practices which are very basic of the HR study. My learning includes very basic knowledge of general HR, how a small company initiates and operates HRD, how it impacts in view to achieving organizational goal in long run . What should a perfect HR plan look like, what can be the pitfalls and how to overcome them etc. I got the chance while working to share my knowledge what I gathered through my professional courses and gained more practical knowledge to blend it with in order to develop my career in this sector. I leaned committed and trustworthy employees are the most significant factors of an organization who can share the best they got for the betterment of the firm if they are motivated and satisfied as well with the input they are getting out of the organization. A proper HR plan and its effective implementation can lead to the organization towards achieving its goal smoothly with providing multidimensional opportunities in this competitive market era.

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