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## **INTRODUCTION TO HOTEL INDUSTRY**

One of the fastest growing sectors of the economy of our time is the hotel industry. The hotel industry alone is a multi-billion dollar and growing enterprise. It is exciting, never boring and offer unlimited opportunities. The hotel industry is diverse enough for people to work in different areas of interest and still be employed within the hotel industry. This trend is not just in India, but also globally.

Modern hotels provide refined services to their guests. The customers or guests are always right. This principle necessitated application of management principles in the hotel industry and the hotel professionals realized the instrumentality of marketing principles in managing the hotel industry.

The concept of total quality management is found getting an important place in the marketing management of hotels. The emerging positive trend in the tourism industry indicates that hotel industry is like a reservoir from where the foreign exchange flows. This naturally draws our attention on HOTEL MANAGEMENT. Like other industries, the hotel industry also needs to explore



avenues for innovation, so that a fair blending of core and peripheral services is made possible. It is not to be forgotten that the leading hotel companies of the world have been intensifying research to enrich their peripheral services with the motto of adding additional attractions to their service mix. It is against this background that we find the service mix more flexible in nature.

The recruitment and training programmes are required to be developed in the face of technological sophistication. The leading hotel companies have been found promoting an ongoing training programme so that the personnel come to know about the use of sophisticated communication technologies.

### **Hotel – The Concept**

At the outset, we go through the concept of hotel. The common law says that hotel is a place where all who conduct, themselves properly and who being able and ready to pay for their entertainment, accommodation and other services including the boarding like a temporary home. It is home away from home where all the modern amenities and facilities are available on a payment basis.

It is also considered to be a place where tourist stops, cease to be travellers and become customers. The definition presented by hotel operators to authorities of the National Recovery Administration in Washington is found to be a more comprehensive definition, presented by Stuart Mc Namara. The definition states that, “ Primarily and fundamentally, a hotel is an establishment which supplies boarding and lodging not engaged in inter – state commerce or in any intra – state commerce, competitive with or affecting inter – state commerce (or so related that the regulation of one involves the control of other).” —

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The hotel may furnish quarters and facilities for assemblage of people for social business or entertainment purposes and may engage in retaining portion of its premises for shops and businesses whose continuity (i.e., proximity) is deemed appropriate to a hotel. The assemblage of people for social business and entertainment purposes makes it essential that hotels are also furnished with a big conference hall where the maximum possible accommodation is available. We also call it the function room.

### **Motel – The Concept**

Initially the term motel was meant for local motorists and foreign tourists travelling by road. They serve the needs and requirements of these travellers and meeting their demand for transit and accommodation. Some of the important services offered by the motels are parking, garage facilities, accommodation, and restaurant facilities.

Motels are found located outside the city, preferably by the side of high ways and important road junctions. The accommodation in this is more in the category of a ‘chalet facility’. In USA, the motel accommodation is ranked at par with hotel accommodation.

### **Origin of the word “Hotel”**

Before 1760 people used to go to inns for having their lunch, dinner etc .It was the place where families used to host their guest inns owner used to provide lodging and boarding facility service to their guest.

To world “hostel” was used then it was called “hostelier” which means head of unit or the place. The Norman people invented the word “hotel”. The



word “hotel” was originally in England, officially from 1760. The real growth of modern hotel was originated in “U.S.A” with opening of “City Hotel” in New York in the year 1974. This was the first building erected for the hotel purpose. This period also saw the beginning of chain operation under the guidance of E.M.STATLER. It involves big investment, big profits and trained professional to manage business.

### **Origin of Hotel Industry**

The repreciation in 1930 had a disaster effect in a hotel industry after the World War II and brought a tremendous up surge to hotel industry with continuous prosperity of hotel industry.

Mass travel is a modern phenomenon that emerged after World War II. Mass tourism continues to grow as political freedom, economic wherewithal and social equality spread across the globe. With the economic engine of development running at full steam, there was a growth in international travel and thereby growth in hotel industry.

Estimates abound as to the importance and size of house keeping. Certainly, its economic contribution is critical to the global economy whether as a service to the business community.

### **Background of Hotel Industry**

Prior to the 1980’s, the Indian hotel industry was a nascent and slow growing industry primarily consisting of relatively static, single hotel companies. However, Asian games in 1982 and the subsequent partial liberalization of the

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Indian economy generated tourism interest in India with significant benefits accruing to the hotel and tourism sector in terms of improved demand patterns. Fortunes of the hotel industry are tied to the fortunes of tourism and the general business climate in the country, which is why the economic liberalization initiatives implemented since 1991, led to a soaring demand and supply gap in the hotel industry.

## **GENERAL CLASSIFICATION OF HOTEL INDUSTRY**

### **Classifications of hotels**

#### **❖ On the basis of standards:**

Like most of the countries in world, India also has hotels divided in different categories depending on their location, facilities, infrastructure and amenities provided. All the star hotels in India are government approved with continuous control on the quality of services offered.

- **Five Star Hotels:** - The most luxurious and conveniently located hotels in India are grouped under Five Star Deluxe Hotel categories. Five Star Deluxe in India are globally competitive in the quality of service provided, facilities offered and accommodation option. These are top of the line hotels located mostly in big cities. These hotels provide all the modern facilities for accommodation and recreation matching international standards in hospitality. In such type of hotel HR department are established separately and to execute and to follow the **concept of HR** strictly, HR professional are hired.



- **Four Star Hotels:** - A rung below five star hotels are Four Star Hotels, these hotels provide all the modern amenities to the travelers with a limited budget. Quality of services is almost as high as the five stars and above categories. These kinds of hotels are there for the travelers with limited budget or for the places which might not get the tourist traffic associated with larger cities. In such type of hotel **concept of HR** is more or less followed.
  - **Three Star Hotels:** - These are mainly economy class hotels located in the bigger and smaller cities and catering to the needs of budget travelers. Lesser in amenities and facilities, these hotels are value for money and gives good accommodation and related services on the reduced price. Services would be stripped down version of higher categories of hotels but sufficient to fulfill customer basic needs. In such type of hotel concept of HR may or may not be present. If present all functions of HRD is curtailed.
  - **Two Star Hotels:** - These hotels are most available in the small cities and in particular areas of larger cities. Catering to the backpacker tourist traffic, these hotels provide all the basic facilities needed for general accommodation and offers lowest prices. In this type of hotel **concept of HR** is absent.
  - **One Star Hotels:-** The hotels with most basic facilities, small number of room's locations in the far-flung areas are grouped under One Star Hotel category. These hotels are best when customer is looking for cheapest available accommodation option. In this type of hotel **concept of HR** is alien words.
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❖ **On the basis of Nature:**

▪ **Heritage Hotels**

Heritage hotels in India are best if one is looking for sheer elegance, luxury and loyal treatment. They are not just another accommodation options but tourist attractions in themselves. Exquisitely designed and decorated, meticulously preserved, high standards of service and ethnic cultural motifs helps the tourists get the complete experience of an India.

▪ **Beach Resorts Hotels**

Peninsular India bounded by Arabian Sea, Bay of Bengal, Indian Ocean and the two emerald archipelagos of Lakshwadeep and Andaman and Nicobar have a long coast line of around 7500 km, offering an amazing array of beaches, some popular, some not so well known. Thus location of resort is the basic point of attraction for tourists.

▪ **Wild Resorts Hotels**

A wildlife tour is incomplete if one does not actually live in a forest for a few days. It means living in a rest house or a tent the midst of the dense wilderness and waking up to the twittering of birds.

▪ **Government Approved Hotels**

These are the hotels, which might not have applied for star categorization or small enough to find them in the list. Many of the wildlife resorts, lodges and hostels are government approved providing a minimum level of accommodation facilities at far off places.

▪ **Residential Hotels**



The residential hotels work as apartment house. Often we call them apartment hotels. The hotels charge rent on monthly, half – yearly, or yearly basis. They are generally located in big cities and towns where no meals are served to the customers. Initially, the residential hotels were developed in the USA. The services offered here are comparable to an average well managed home.

▪ **Commercial Hotels**

The commercial hotels are meant for the people who visit a place of trade and commerce or business purposes and therefore these hotels are found located at the commercial or industrial centers. They focus their attention on individual travelers and are generally run by owners.

▪ **Floating Hotels**

The floating hotels are located on the water surface. The places are sea, river, and lake. These hotels provide with all the facilities and services made available in a good hotel. In the leading tourist generating countries of the world we find the practice of using old luxury ships as floating hotels.

## **USERS OF HOTEL INDUSTRY**

In marketing hotel services, it is important to know about the different types of users availing the services with diverse aims and objectives. This would ease the task of marketers specially while studying the behavioural profile.



The following is the classification of different categories of domestic and foreign users.

**Users of Hotel Industry**

**DOMESTIC:**

Pilgrims  
Students  
Officials  
Film stars etc.

**FOREIGN:**

Political representatives  
Trade representatives  
Educationists  
Tourists, Sportsmen etc.

**CAREERS OPPORTUNITIES IN THE HOTEL  
INDUSTRY**

**Some of the careers opportunities in the hotel industry are as follows.**

- ✓ The industry offers more career options than most: - No matter what kind of work we enjoy and wherever our aptitudes lie, there is a segment of the industry that can use ours talents.
- ✓ The work is varied: - Because hotels and restaurants are complete production, distribution and service units, and managers are involved in a broad array of activities.
- ✓ There are many opportunities to be creative: - Hotels and restaurants managers might design new products to meet their needs of their guests; produce training programs for employees; or implement challenging advertising, sales promotions and marketing plans.
- ✓ Hospitality jobs are not nine-to-five jobs: - Hours are highly flexible in many positions.



Many more opportunities are waiting in a queue. With these the role of HR is drastically change. Its fields of operation in today's worlds knew no boundary. Each day it is confronted with new challenges in new division of hotels. Therefore before knowing the role of HR it is essentials to know different department of the hotels as well their functions.

## **DIFFERENT DEPARTMENTS IN HOTELS**

The departments are classified on accounts of it function. They are as follows:-

### ❖ **Core Functioning Department**

- **Food and Beverage (F&D) Department:-**

F & B deals mainly with food and beverage service allied activities. Different divisions are there in F & B like Restaurants, Speciality Restaurants, Coffee Shop (24 hrs.), Bar, Banquets, Room service etc. Apart from that they have Utility services (Cleaning).

- **Front Office Department:-**

The front office is the command post for processing reservations, registering guests, settling guest accounts (cashiering), and checking out guests. Front desk agents also handle the distribution of guestroom keys and mail, messages or other information for guests. The most visible part of the front office area is of course the front desk. The front desk can be a counter or, in some luxury hotels, an actual desk where a guest can sit down and register.

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- **Housekeeping Department:-**

The housekeeping department is another important department in hospitality world. Housekeeping is responsible for cleaning the hotel's guestrooms and public areas. This department has the largest staff, consisting of an assistant housekeeper, room inspectors, room attendants, a houseperson crew, linen room attendants and personnel in charge of employee uniforms. They may also have their own laundry and valet service. Hotels with laundry and valet equipment may use it only for hotel linens and uniforms and send guest clothing to an outside service where it can be handled with specialized equipment.

- **Food Production Department:-**

Food production deals with the preparations of food items. It basically engaged in preparing those dish, which are ordered by the guest and afterwards is catered by the F&B department. Cuisine like Indian, Continental, Thai, Italian, Konkani (Coastal Sea Food), South Indian, Chinese, Mexican, etc. Different Chefs are appointed for the specialty cuisine.

- ❖ **Support Department (Cost Centers)**

- **Marketing & Selling Department:-**

Sales and marketing has become one of the most vital functions of the hotel business and an integral part of modern hotel management. It includes packaging for selling, sales promotion, advertising and public relations. The



marketing division is charged with the responsibility of keeping the rooms in the hotel occupied at the right price and with the right mix of guests.

- **Engineering and Maintenance Department:-**

The energy crisis throughout the world has given a great importance to the engineering department of a hotel. This department provides on the day-to-day basis the utility services, electricity, hot water, steams, air-conditioning and other services and is responsible for repair and maintenance of the equipment, furniture and fixtures in the hotel. The engineering department has an important role in satisfying the guest- demand and helping to maintain the profit level of the hotel. The cleaning, up-keep, repair, replacement, installation and maintenance of property and its furnishing, machinery and equipment are the joint responsibilities of Engineering/Maintenance and the Housekeeping Department.

- **Finance, Accounting and Control Department:-**

A hotel's accounting department is responsible for keeping track of the many business transactions that occur in the hotel. The accounting department does more than simply keep the books-financial management is perhaps a more appropriate description of what the accounting department does. Whereas the control department is concern with cost control guidelines by way of reducing in investment, reduction in operating cost, control of food service costs, control of beverage costs, labour cost control, etc.

- **Safety and Security Department:-**

The security of guests, employees, personal property and the hotel itself is an overriding concern for today's hoteliers. In the past, most security precautions concentrated on the prevention of theft from guests and the hotel.

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However, today such violent crimes as murder and rape have become a problem for some hotels. Unfortunately, crime rates in most major's cities are rising. Hence today security department also concentrate on these additional criminal activities too.

- **Administration Department:-**

Top organizational members usually supervise the Administration Department in a hotel. This department is responsible for all the work connected with administration, personnel, manpower, employee's welfare, medical, health and security.

- **Human Resource Development:-**

This department has newly taken step in hotel industry and within a short span of time it has become a very important part of the organization. It plays the role of facilitator between the bargainable cadre and non-bargainable cadre.

This department is the topic of our discussion. The practice, which this department and their staff perform, is going to be learned in the light of following project.



**INTRODUCTION TO HUMAN RESOURCE**  
**DEPARTMENT OF HOTEL INDUSTRY**

In hotel industry the job of HR manager can be compare with the job of conductor, whose job is to instruct and direct all of the various musicians so that they can perform well together. But before a conductor can direct a beautiful performance, all of the individual musicians must be able to play their instruments well. What kind of performance could one can expect if the violinists did not know how to play their instruments or the flutists could not read music?

So it is in the hospitality industry, before a manager can direct and shape employee's individual contributions into an efficient whole, he or she must first turn employees into competent workers who know how to do their jobs. Employees are the musicians of the orchestra that the members of the audience-the-guests-have come to watch performance. If employees are not skilled at their

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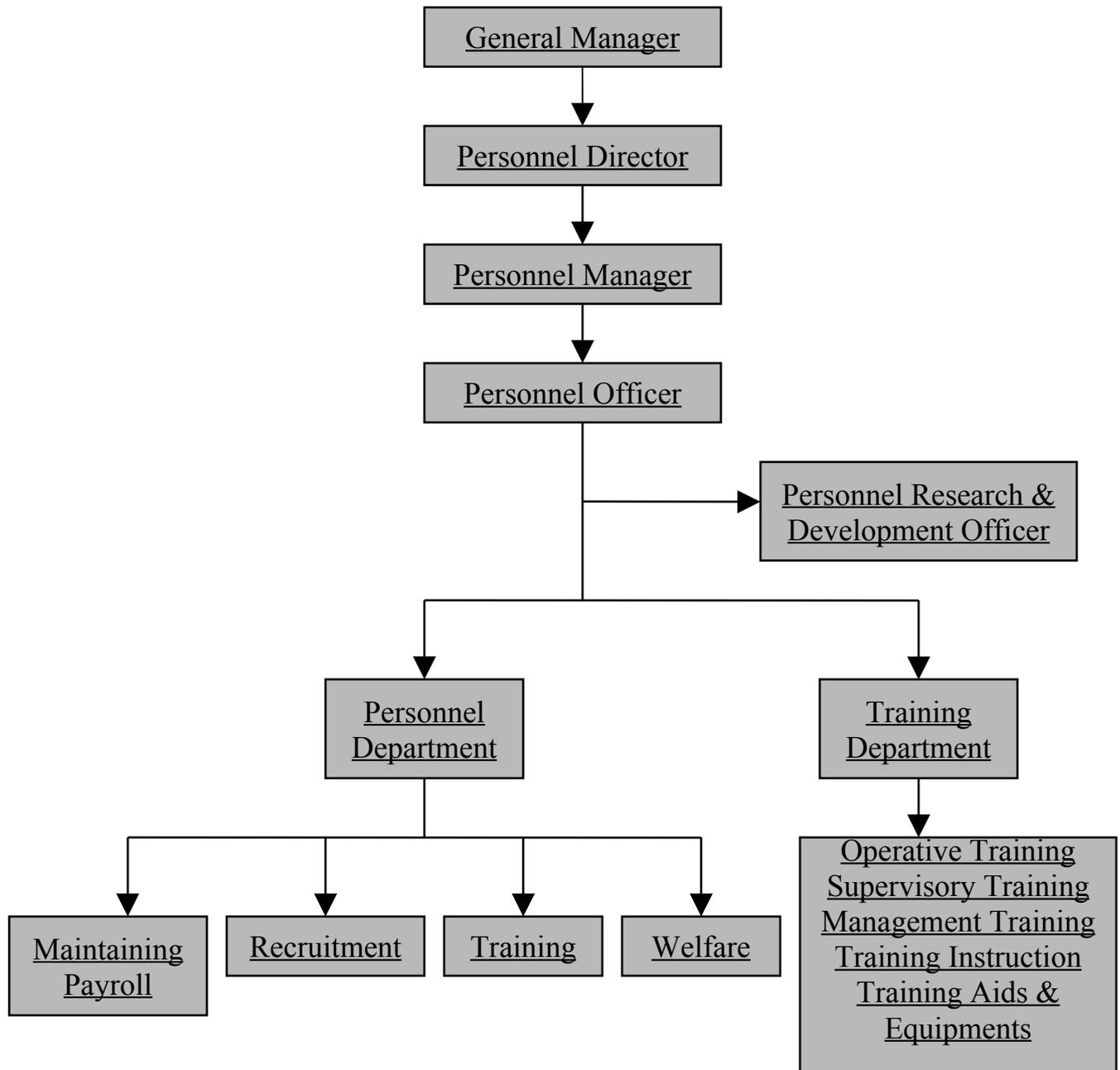
jobs, then the performance they give will get bad reviews. Just as an orchestra can have a fine musical score from a great composer and still perform poorly because of incompetent musicians, so a hotel can have a finest standard recipes, service procedures and quality standards and still have dissatisfied guests because of poor employee performance.

That is why properly managing human resources is so important. No other industry provides so much contact between employees and customers and so many opportunities to either reinforce a positive experience or create a negative one.

As in the five-star hotel and five-star deluxe hotel there are around lots of employee are involved in different jobs in different fields there is dire need to look and control on them. No doubt different department's heads are present to look their department employee, but HRD is a place, which supervise and effectively communicate with these departments head and communicate with the top management. Thus there function is very large and diverse as compared with respect to different department's heads.



**Fig: A Typical Organization of Personnel Department**



### **Personnel Policies of HR**

The personnel function in a hotel includes many activities such as:

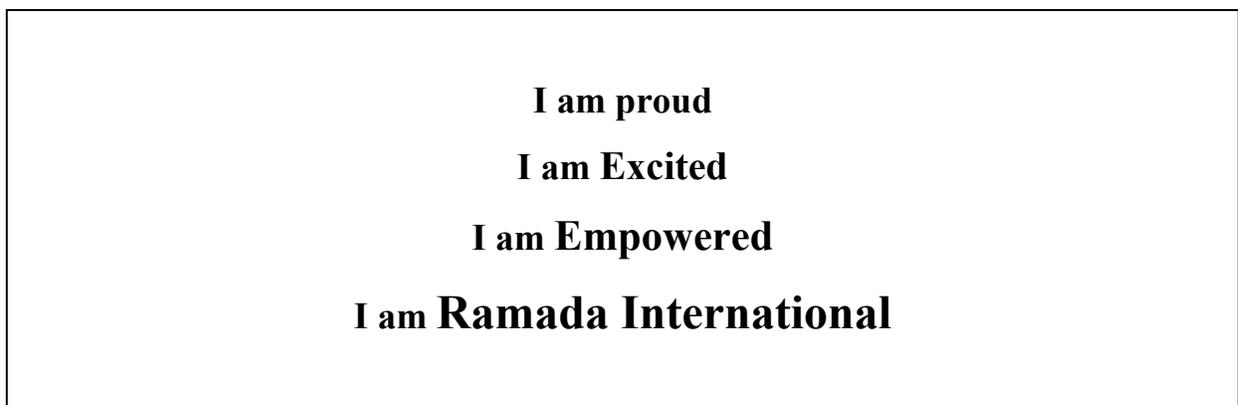


- ≈ Consideration of leadership style
- ≈ Relationship
- ≈ Responsibilities
- ≈ Philosophy
- ≈ Social orientation
- ≈ Organizational structure

In most of the hotels the personnel policies are put in writing. These policies are distributed to key and responsible executive to provide guidance and ensure consistent application. Periodically the HRD review these policies.

For Example: In **Ramada international** the following policies are put on the notice board as well as each employee bear a tag starting “**I am**” which generate a sense of motivation as well as sense of personal feeling towards the organization.

**Fig: Policies of Ramada International**



**Arrears of personal policies**

The personal policies are concern with each of the following areas:-

- ❖ **Employment**
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- ≈ Recruitment
  - ≈ Interview
  - ≈ Psychological and Aptitude tests
  - ≈ Selection
  - ≈ Medical Examination
  - ≈ Administration and Transfers
  - ≈ Promotions and Termination
  - ≈ Responsibilities for adherence to  
indiscrimination laws
  - ❖ Education and Training
    - ≈ Orientation of new employees
    - ≈ Educational needs for employees
    - ≈ Training development programmes
    - ≈ Communications
  - ❖ Health and Safety
    - ≈ Occupational health
    - ≈ Emergency medical care
    - ≈ Safety programme
    - ≈ Preventive Medicine
  - ❖ Employee's Services
    - ≈ Cafeteria
    - ≈ Vending Machine
    - ≈ Employee's Lounge
    - ≈ Lockers
    - ≈ Counseling
-



- ≈ Suggestion Scheme
- ❖ Wages and Salary Administration
  - ≈ Salary structure
  - ≈ Performance standards and Job evaluation
  - ≈ Salary survey
- ❖ Benefits
  - ≈ Group Insurance
  - ≈ Sick-pay plan
  - ≈ Hospitalization
  - ≈ Major medical coverage
  - ≈ Key man Insurance
  - ≈ Pension plan/scheme
- ❖ Labour/Industrial relations
  - ≈ Presentation Elections
  - ≈ Collective Bargaining
  - ≈ Grievance Procedures
- ❖ Administration
  - ≈ Personnel records
  - ≈ Security
  - ≈ Holidays and Vacations
  - ≈ Office Layout and Services
  - ≈ Work Rules

**COMMUNICATION IN HOTEL INDUSTRY**



Communication is the most important and most used of all skills in the hotel industry.

### **Talking Back for Success**

The president of Hyatt Hotels makes it a practice to hold “gripe sessions” with small groups of employees.

- Managers at Earls restaurants make the rounds of all tables to inquire about the food and the service.
- The American Automobiles Associations uses an 800-number to makes its products and services more accessible to customers and to gather information regarding what customers are thinking and doing.
- At United Airlines, managers are encouraged to get out of their offices and engage in informal exchanges with employees.

What do Hyatt Hotels, Earls restaurants, the American Automobiles Association, and United Airlines have in common? For one thing, they will all tell you that effective communication makes good business sense. More importantly, they all “practice what hey preach”.

These and other service leaders in the hospitality industry communicate on a frequent and regular basis with their customers, suppliers and employees. They are well aware that honest feedback from stakeholders is the ultimate driving force behind organizational success, for it is this feedback that fuels any efforts at self-improvement, both internally and in the marketplace.

## **HUMAN RESOURCE PLANNING**

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Human Resource Planning (HRP) is the first aspect of human resource process. It is very commonly understood as the process of forecasting an organization's future demand for, and of, the right type of people in the right number. It is only after this that HRM department can initiate a recruitment and selection process. HRP is the sub-system in the total organizational planning.

**HRP is important for:**

- ≈ The future personnel needs
- ≈ To cope up with change
- ≈ To create highly talented personnel
- ≈ For the protection of weaker sections
- ≈ For the international expansion strategy of the company
- ≈ It is the foundation for personnel functions

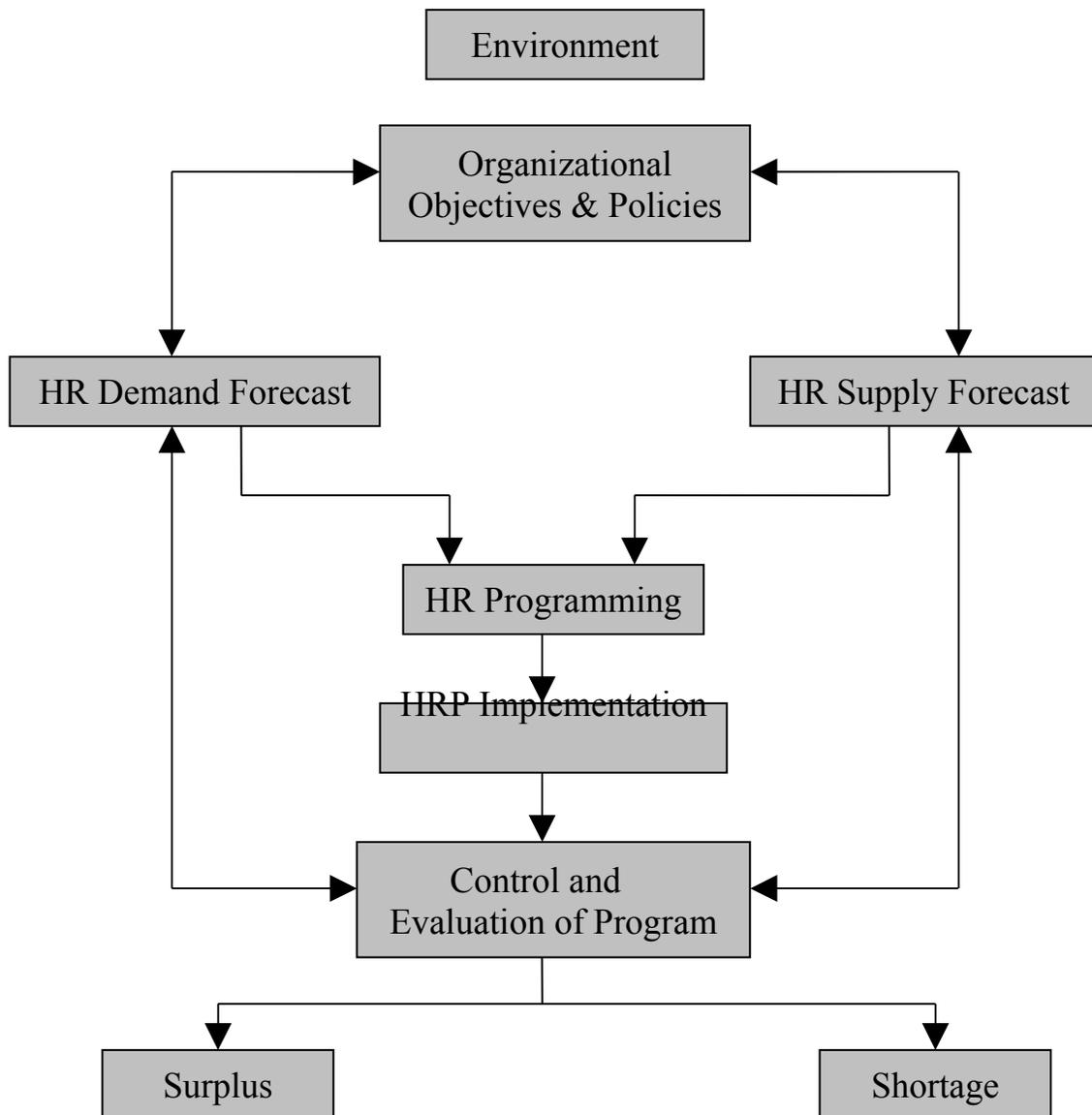
The list is infact never ending. HRP actually has become an inevitable part of HRM process.

**HRP is influenced by several considerations. The more important of them are:**

- ✓ Type and strategy of the organization
- ✓ Organizational growth cycles and planning
- ✓ Environmental uncertainties
- ✓ Type and quality of forecasting information
- ✓ Nature of jobs being filled
- ✓ Off-loading the work

**The HRP Process**

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**Fig: HRP Process**

➤ **Organizational Objectives & Policies**

HR plans need to be based on organizational objectives. In practice, this implies that the objectives of the HR plan must be derived from organizational objectives. Specific requirements in terms of number and characteristics of employees should be derived from the organizational objectives.

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➤ **HR Demand Forecast**

Demand forecasting must consider several factors – both external as well as internal. Among the external factors are competition, economic climate, laws and regulatory bodies, changes in technology and social factors. Internal factors include budget constraints, production levels, new products and services, organizational structure and employee separations.

➤ **HR Supply Forecast**

The next logical step for the management is to determine whether it will be able to procure the required number of personnel and the sources for such procurement. This information is provided by supply forecasting. Supply forecasting measures the number of people likely to be available from within and outside an organization, after making allowance for absenteeism, internal movements and promotions, wastage and changes in hours and other conditions of work.

➤ **HR Programming**

Once an organization's personnel demand and supply are forecast, the two must be reconciled or balanced in order that vacancies can be filled by the right employees at the right time. HR programming is the third step in the planning process, therefore, assumes greater importance.

➤ **HR Plan Implementation**

Implementation requires converting an HR plan into action. A series of action programmes are initiated as a part of HR plan implementation. Some such programmes are recruitment, selection and placement; training and



development; retraining and redeployment; the retention plan; the redundancy plan; and the succession plan.

➤ **Control and Evaluation**

Control and evaluation represents the fifth and the final phase in the HRP process. The HR plan should include budgets, targets and standards. It should also clarify responsibilities for implementation and control, and establish reporting procedures which will enable achievements to be monitored against the plan. These may simply report on the numbers employed against establishment and on the numbers recruited against the recruitment targets. But they should also report employment costs against the budget, and trends in wastage and employment ratios.

## **Consequences of Inadequate Planning**

One example of inadequate planning is the case of an organization caught in a severe budget crisis for which management sees only one solution – to lay off large numbers of employees. Careful planning for such a crisis during better times might have resulted in a series of alternatives, making layoffs unnecessary.

Many other problems can occur if human resources planning are haphazard or neglected. For example, planning should take into account staff reductions in all parts of the organization and should be tried into any system for transferring employees. Top management because of declining sales or increased automation, including the use of computers and latest technology, might contemplate staff reductions.



## **JOB ANALYSIS**

In order to achieve effective HRP, the duties involved and the skills required for performing all the jobs in an organization have to be taken care of. This knowledge is gained through job analysis. In simple words, job analysis may be understood as a process of collecting information about the job. Specifically, job analysis involves the following steps:

- ✓ Collecting and recording job information.
- ✓ Checking the job information for accuracy.
- ✓ Writing job description based on the information.
- ✓ Using the information to determine the skills, abilities and knowledge that are required on the job.
- ✓ Updating the information from time to time.

### **The Process of Job Analysis**

The following fig. represents the process of job analysis. The fig. also points out the uses of information about the jobs.

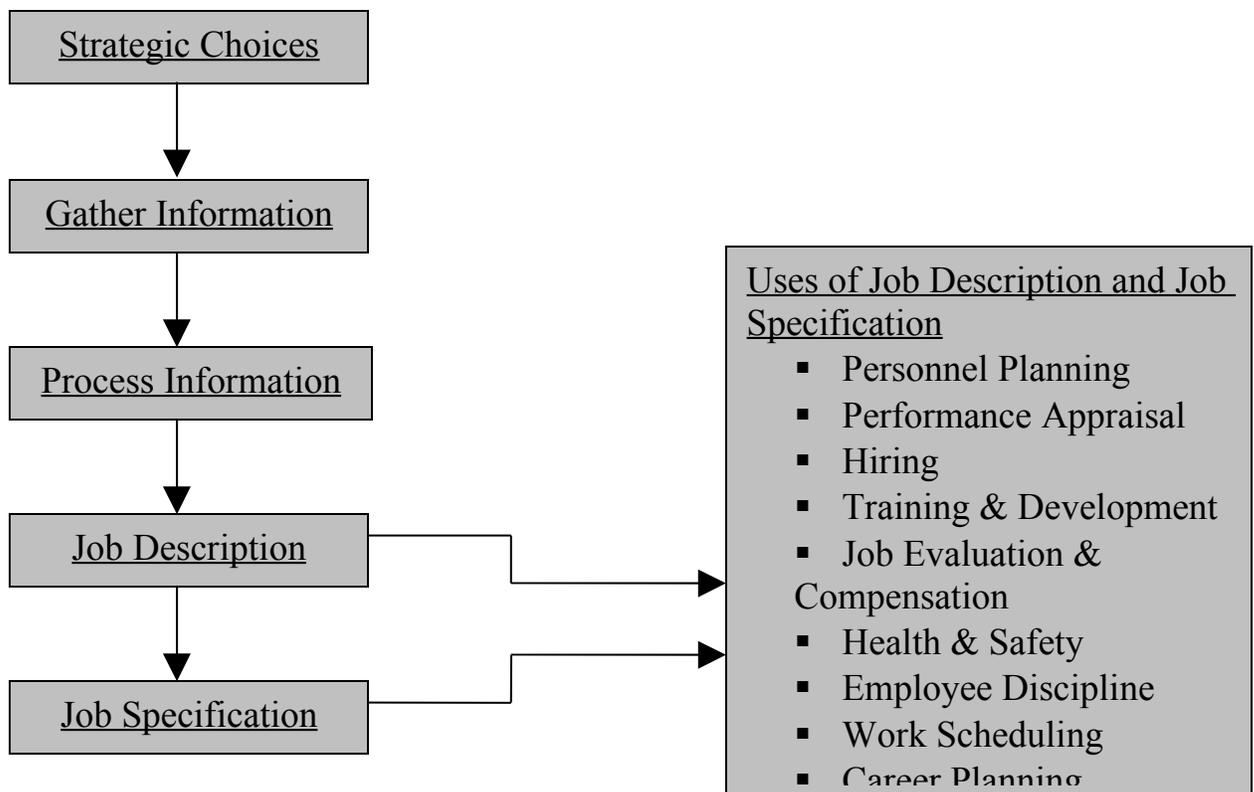
#### ❖ **Strategic Choices**

≈ **Employee Involvement:** Job analysis involves collecting job-related information – duties, responsibilities, skills and knowledge required to perform the jobs. It may be stated that in job analysis, information about a job is collected and not about the incumbent,



however, the jobholder is consulted. Employees are often asked to supply vital information about the contents of job, given their familiarity with it.

≈ **The Levels of Details:** The level of analysis may vary from detailed, as in time and motion studies, to broad as in analyzing jobs based on general duties. The level of analysis affects the nature of the data collected.



**Fig: Process of Job Analysis**

≈ **When and How Often:** Another strategic choice relates to the timing and frequency of conducting job analysis. Job analysis is generally conducted when i) an organization is newly established and the job



analysis is initiated for the first time; ii) a new job is created in an established company; iii) a job is changed significantly due to change in technology, methods, procedures or systems; iv) the organization is contemplating a new remuneration plan; or v) the employees or managers feel that there exist certain inequities between job demands and the remuneration it carries.

≈ **Past-Oriented versus Future Oriented:** If an organization is changing rapidly due to fast growth or technological change, a more future-oriented approach to job analysis may be desired.

≈ **Source of Job Data:** Although the most direct source of information about a job is a jobholder, a number of other human and non-human sources are available.

### ❖ **Information Gathering**

This step involves decision on three issues, viz;

≈ **What type of data is to be collected?**

≈ **What methods are to be employed for data collection?**

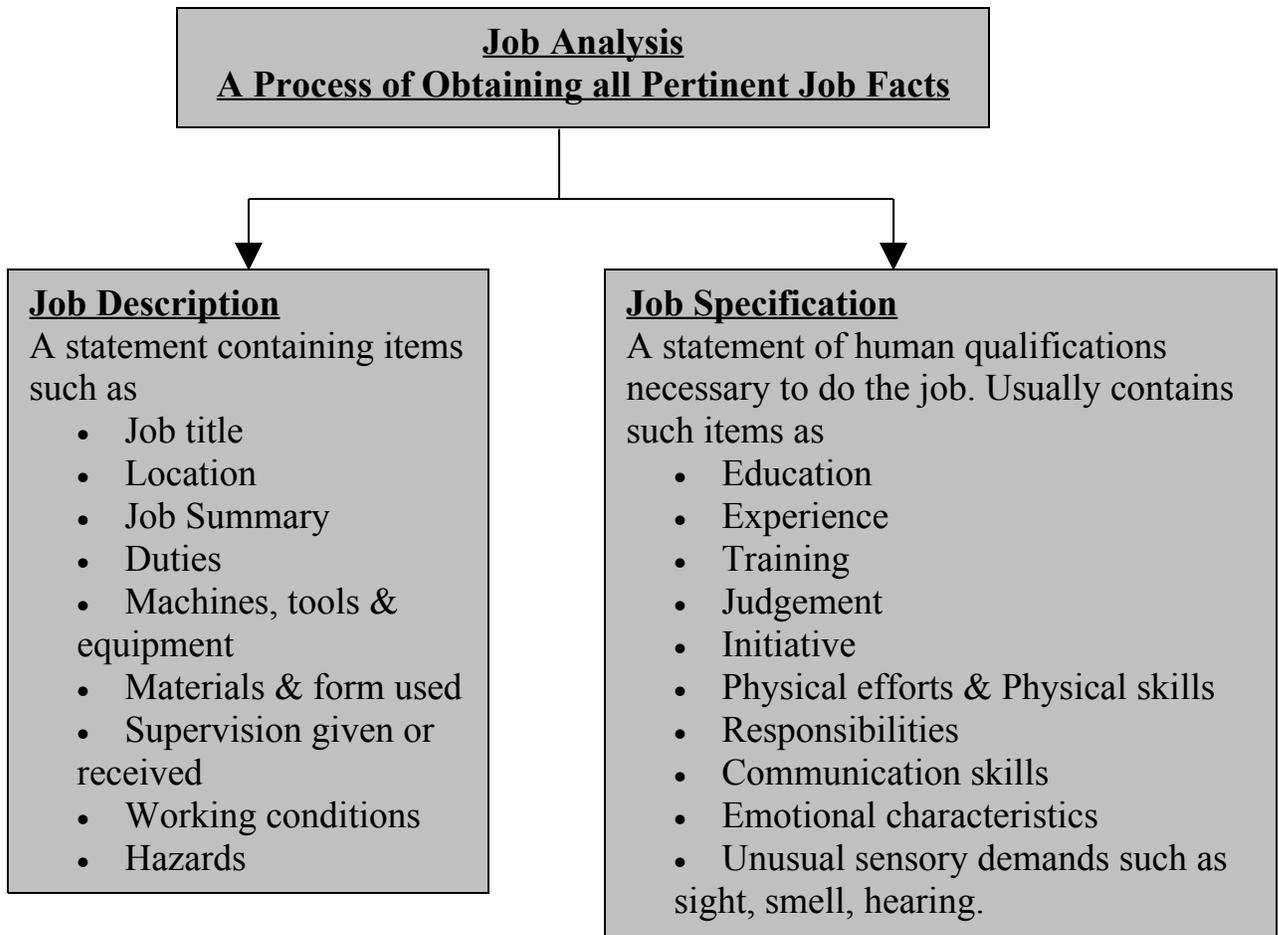
≈ **Who should collect the data?**

**For Example:** In most of the hotels that I visited, the sources for collecting information are by Observation, Interviews and Questionnaire.

### ❖ **Information Processing**



Once the job information has been collected, it needs to be processed, so that it would be useful in various personnel functions. Specifically, job-related data would be useful to prepare job description and job specification. (see fig).



**Fig: Job Description and Job Specification in Job Analysis**

## **Role of Human Resource Department**

The human resource department plays a major role in helping plan the system and in developing job description, job specification and performance standards. Specialists in that department may be assigned to conduct job analysis

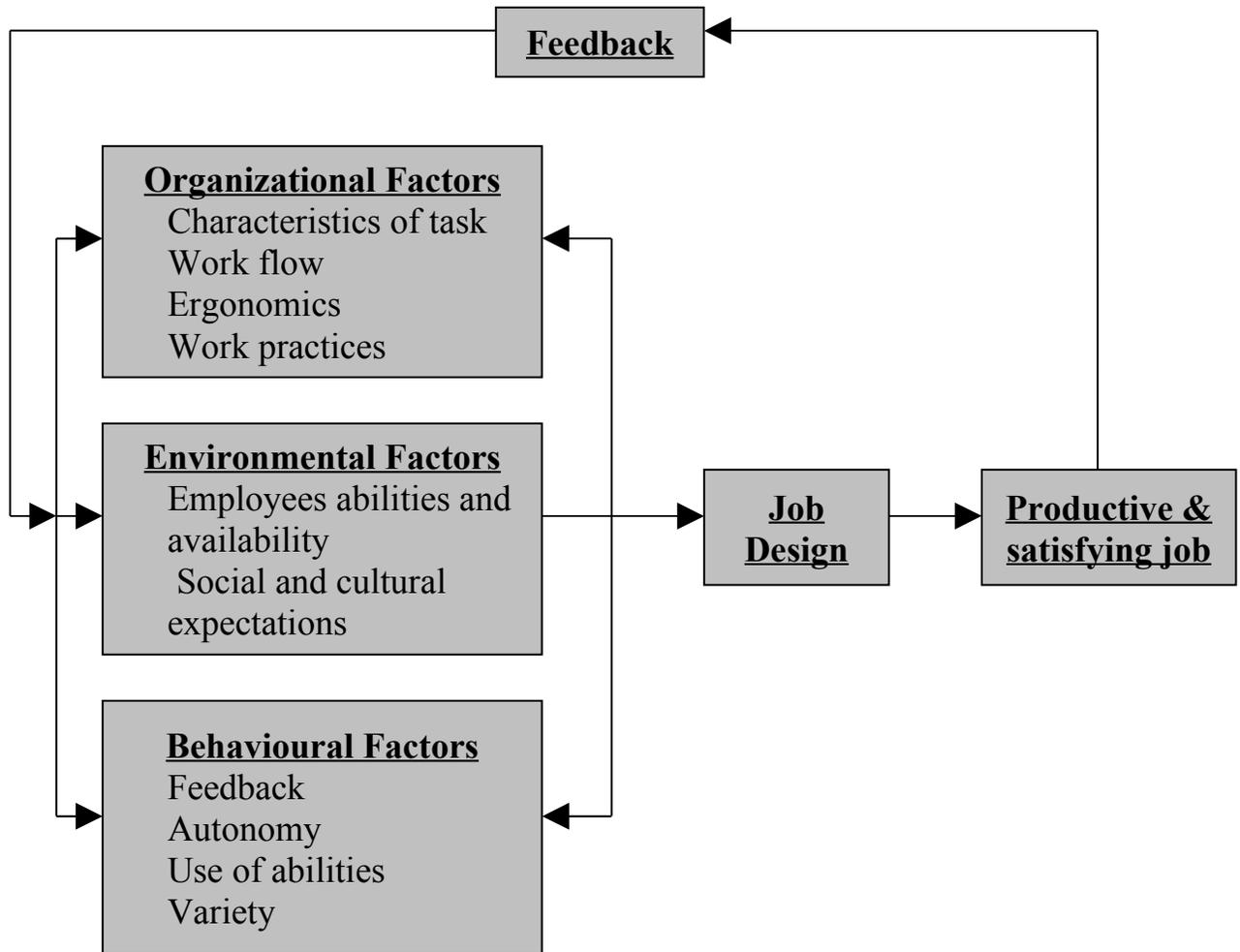
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and write job descriptions in cooperation with managers, supervisors and employees. The human resource department is not involved in the actual writing of performance standards but play a diagnostic, training and monitoring role.

### **JOB DESIGN**

Job design is a process of determining the specific tasks and responsibilities to be carried out by each member of the organization. In simple words, the logical sequence to job analysis is job design. Job analysis provides job-related data as well as the skills and knowledge expected of the incumbent to discharge the job. Job analysis, then, involves conscious efforts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives.

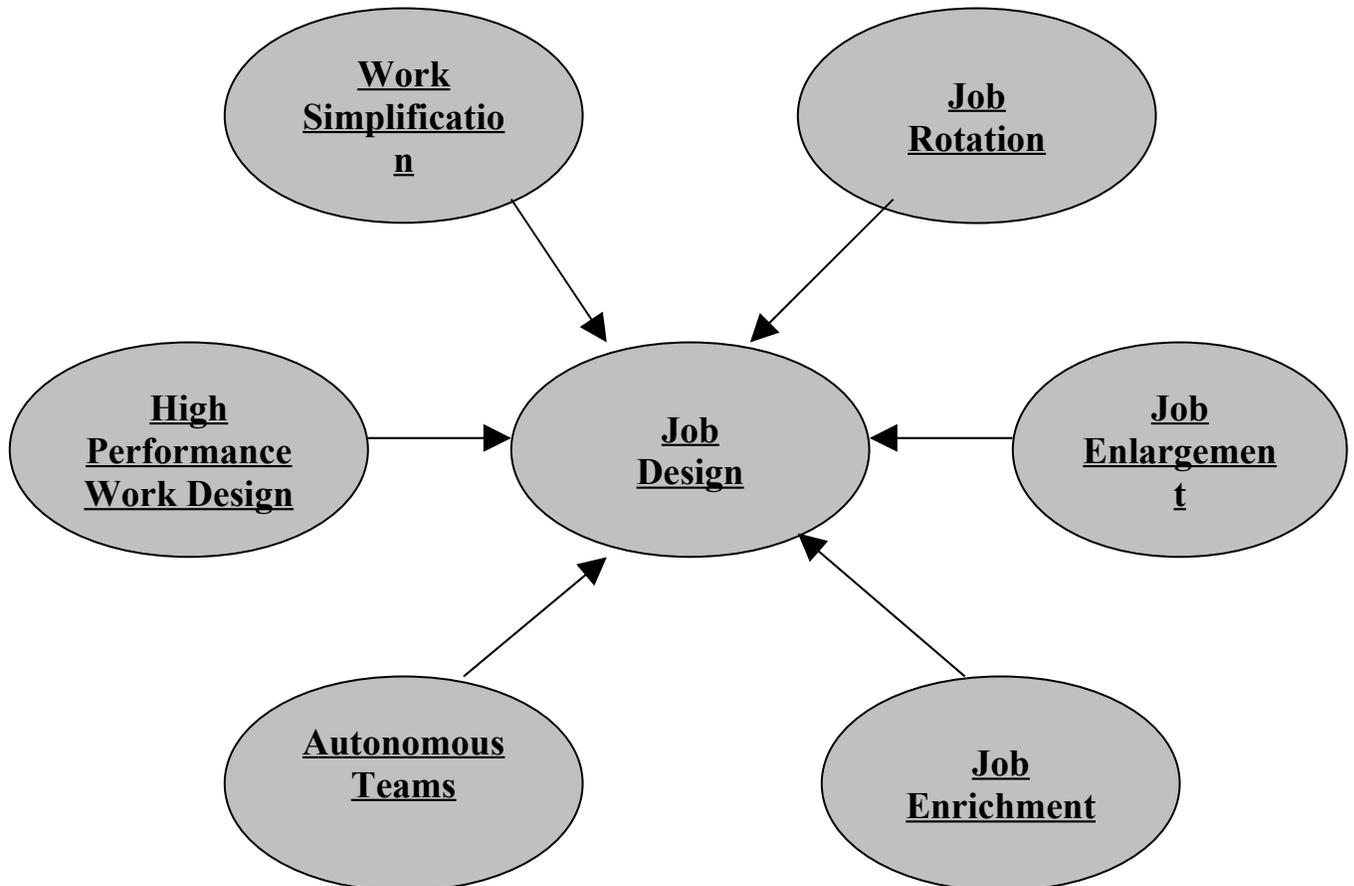


**Fig: Factors Affecting Job Design**  
**Factors Affecting Job Design**

Job design is affected by organizational, environmental, behavioural factors. A properly designed job will make it productive and satisfying. If a job fails on this count, the fault lies with the job designers who, based on the feedback, must redesign the job. (See Fig)

### **Techniques of Job Design**

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**Fig: Techniques of Job Design**

≈ **Work Simplification**: In this technique, the job simplified or specialized. A given job is broken down into small sub-parts and each part is assigned to one individual.

≈ **Job Rotation**: Job rotation implies movement of employees from job to job. Jobs remain unchanged, but incumbents shift. With job rotation, a given employee performs different jobs, but more or less, jobs of the same nature.



≈ **Job Enlargement:** Job enlargement involves expanding the number of tasks or duties assigned to a given job. Job enlargement is naturally opposite to work simplification. Adding more tasks or duties to a job does not mean that new skills and abilities are needed to perform it.

≈ **Job Enrichment:** Job enrichment seeks to improve both task efficiency and human satisfaction by building into people's jobs, quite specifically, greater scope for personal achievement and recognition, more challenging and responsible work, and more opportunity for individual advancement and growth.

≈ **Autonomous or Self-directed Teams:** A self-directed work team is an intact group of employees who are responsible for a whole work process or segment that delivers a products or service o an internal or external customer.

≈ **High-Performance Work Design:** It is a means of improving performance in an environment where positive and demanding goals are set.

## **Role of Human Resource Department**

The human resources department's role in job design is usually indirect, although job design influences almost every aspect of human resources management. The department diagnoses organizational problems that suggest job redesign, incorporate information on job design in training and management development programs, and help plan job redesign programs to ensure that sound

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human resources policies and practices are developed. Further, the department is needed to prepare to modify job descriptions and job specifications and to modify recruitment, selection, training, compensation and other practices to be consistent with any job redesign program.

## **RECRUITMENT**

In simple terms, recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. Recruitment is the process of finding qualified people and encouraging them to apply for work with the firm.



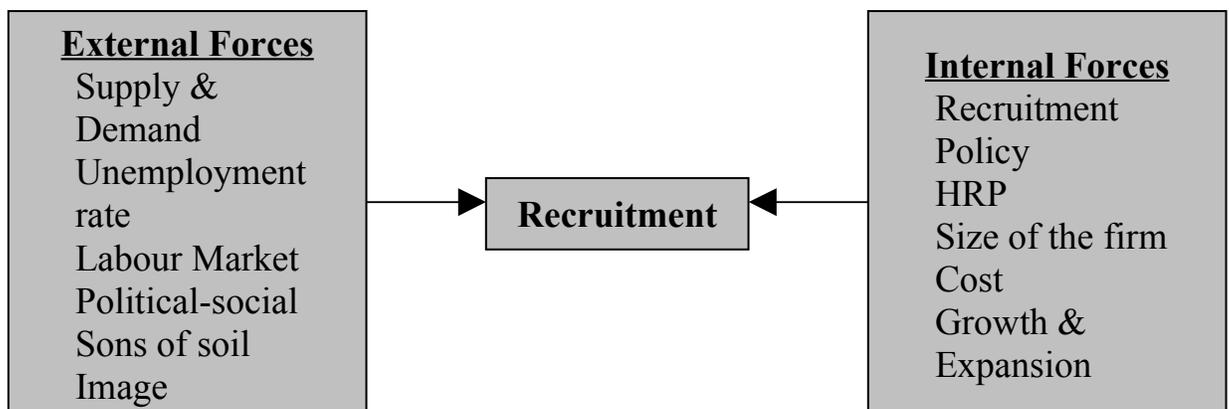
## **Managerial Roles**

Responsibility for the overall recruitment process is assigned to human resources managers. They are responsible for designing and implementing a recruitment program that will meet the hotel industry's personnel needs while complying with all legal requirements. This responsibility includes finding sources of applicants; writing and placing advertisements; contacting schools; agencies and labour unions; establishing procedures to guarantee equal employment opportunity; and administering the funds the firm has budgeted for recruitment.

**For Example:** In most of the hotels that I visited the recruitment is done by Advertisement, Recruitment Agencies, on net (Naukri.com). And only in some hotels it is done by the way of College Campus, Placement Service.

## **Factors Governing Recruitment**

The given fig. represents the factors that normally affect the recruitment process. These factors add additional function to that of HR manager.



**Fig: Factors influencing recruitment**

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## **Types of Recruitment**

In hotel industry, the types of recruitment are:

➤ **Internal Recruitment**

Internal recruitment seeks applicants for positions from those who are currently employed. Internal sources include present employees, employee's referrals, former employees, and former applicants.

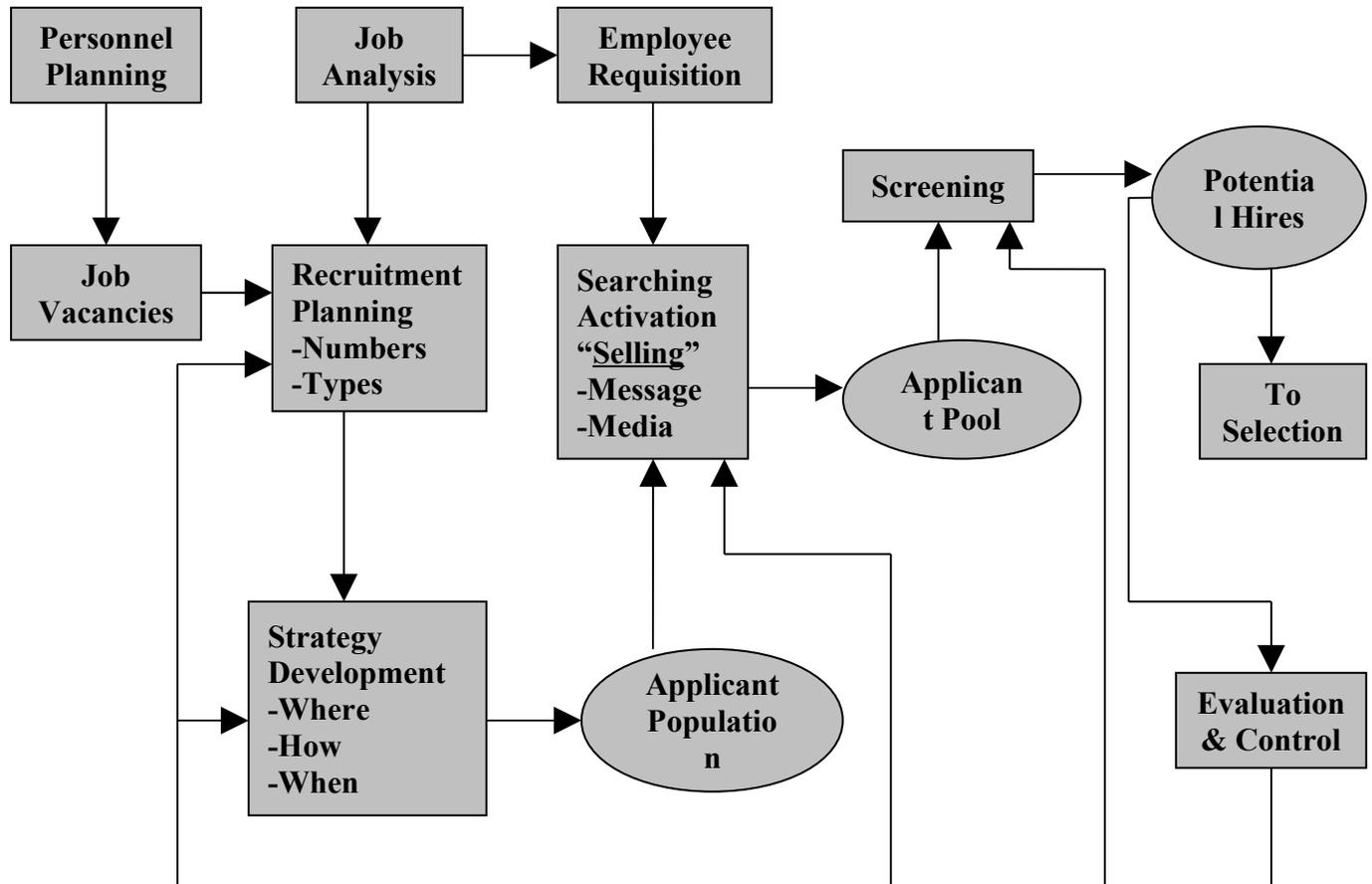
➤ **External Recruitment**

Finding qualified applicants from outside the organization is the most difficult part of recruitment. The success of an expanding hotel industry or one with many positions demanding specialized skills often depends on the effectiveness of the organizations recruitment program. Specifically, sources external to an organization are professional or trade associations, advertisements, employment exchanges, college/university/institute placement services, consultants, displaced persons, radio and television, acquisitions and mergers and competitors.

## **Recruitment Process**

HR practices its function in each and every stages of recruitment. The process comprises five interrelated stages, viz. (i) Planning, (ii) Strategy development, (iii) Searching, (iv) Screening, and (v) Evaluation and control.

The function of HR is to make the selection procedure an ideal one. The ideal recruitment programmed is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept positions with the organization, when offered.



**Fig: Recruitment Process**

## **SELECTION**

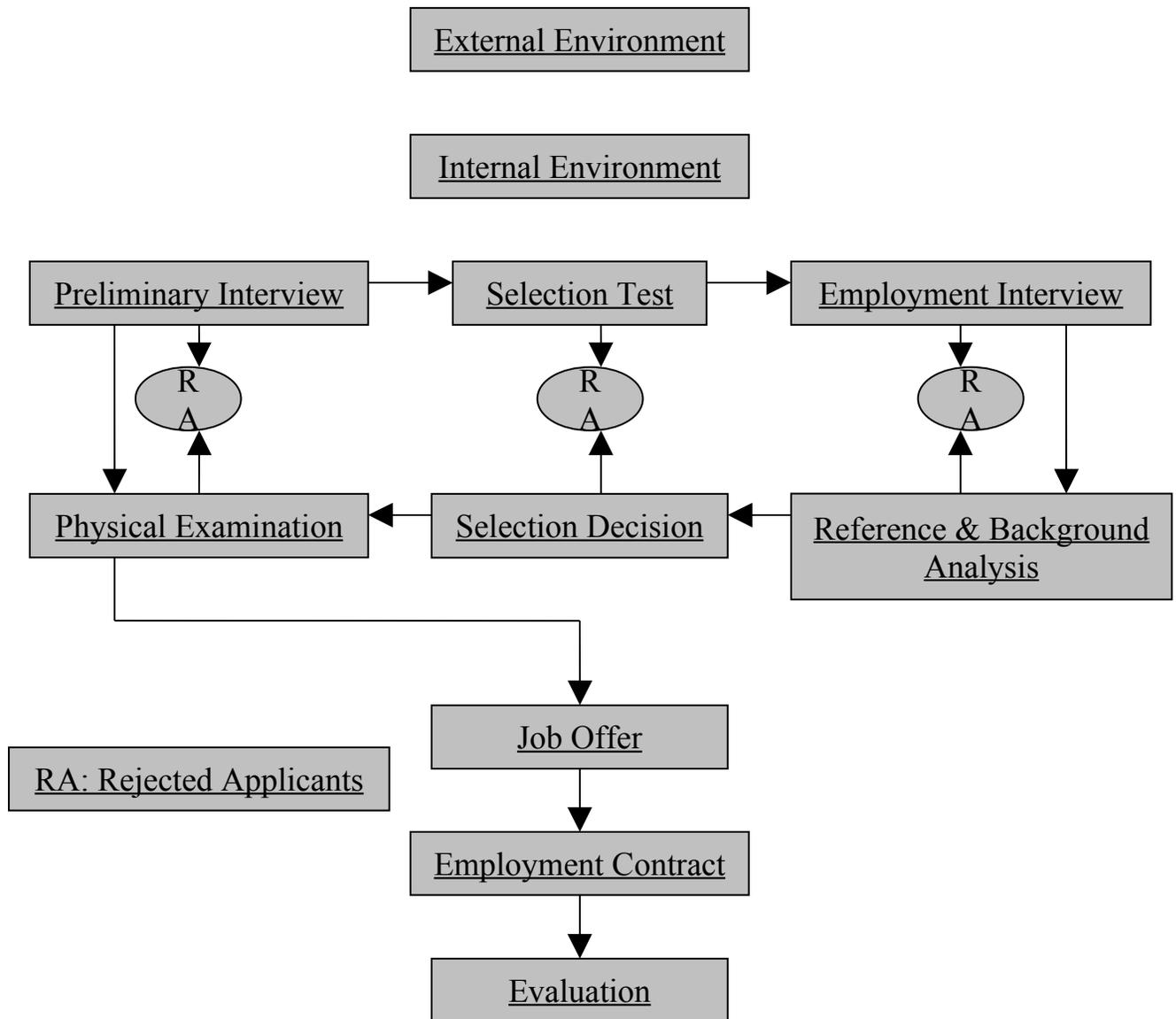
Selection is a process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization. Different hotels apply different methods and procedure for recruitment as well as selection. It basically depends on the management policies and the size of operation.



### **Selection Process**

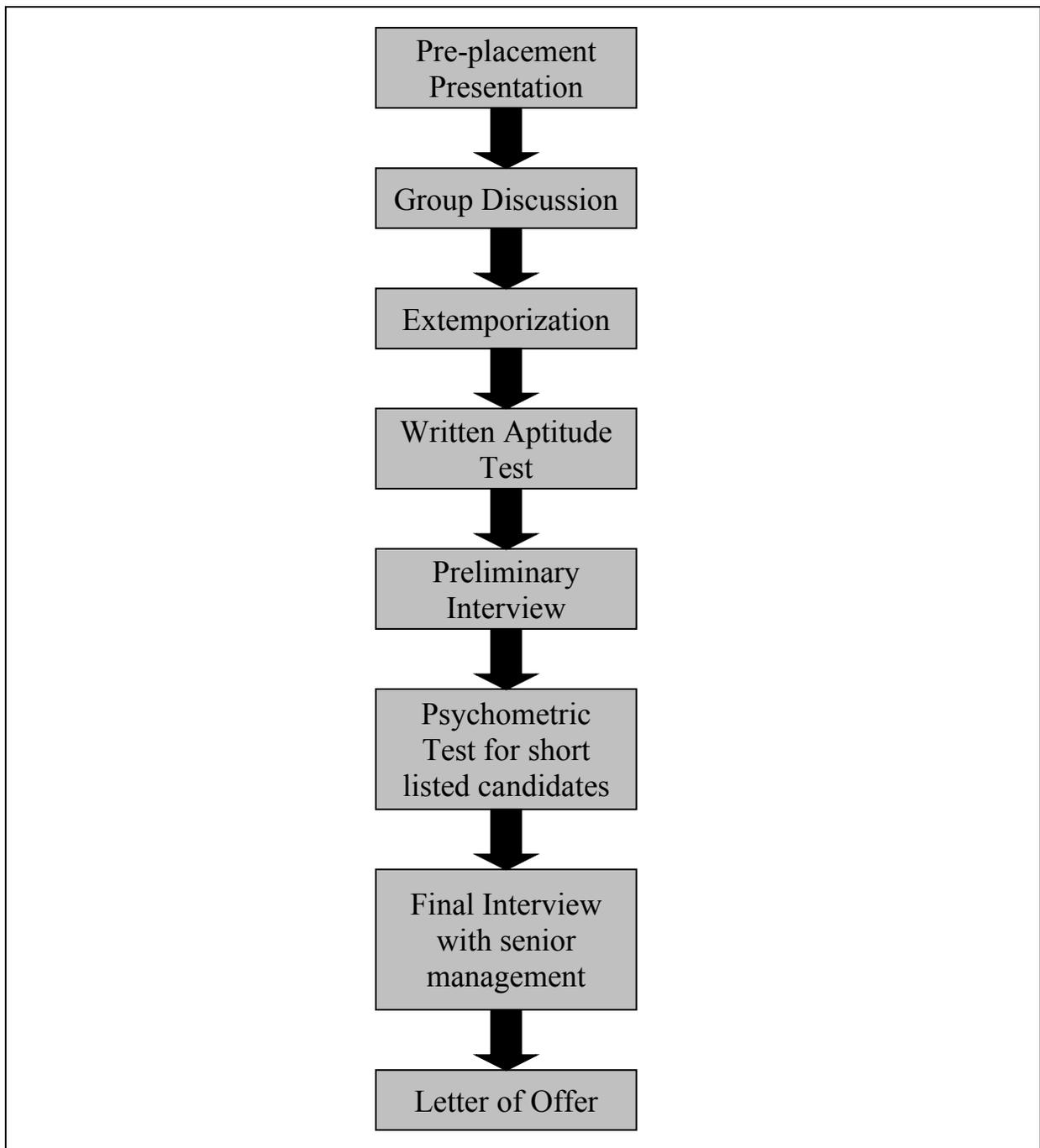
Selection is a long process, commencing from the preliminary interview of the applicants and ending with the contract of employment. Fig. shows the generalized selection process. In practice, the process differs among organizations and between two different jobs within the same organization. Selection procedure for senior managers will be long-drawn and rigorous, but it is simple and short while hiring shop-floor workers.

**For Example:** In most of the hotels that I visited the selection procedure is different for people in different department as well as for different post. In Orchid Hotel, the different types of test taken are knowledge test, trade test, interviews and managerial grid for executives.

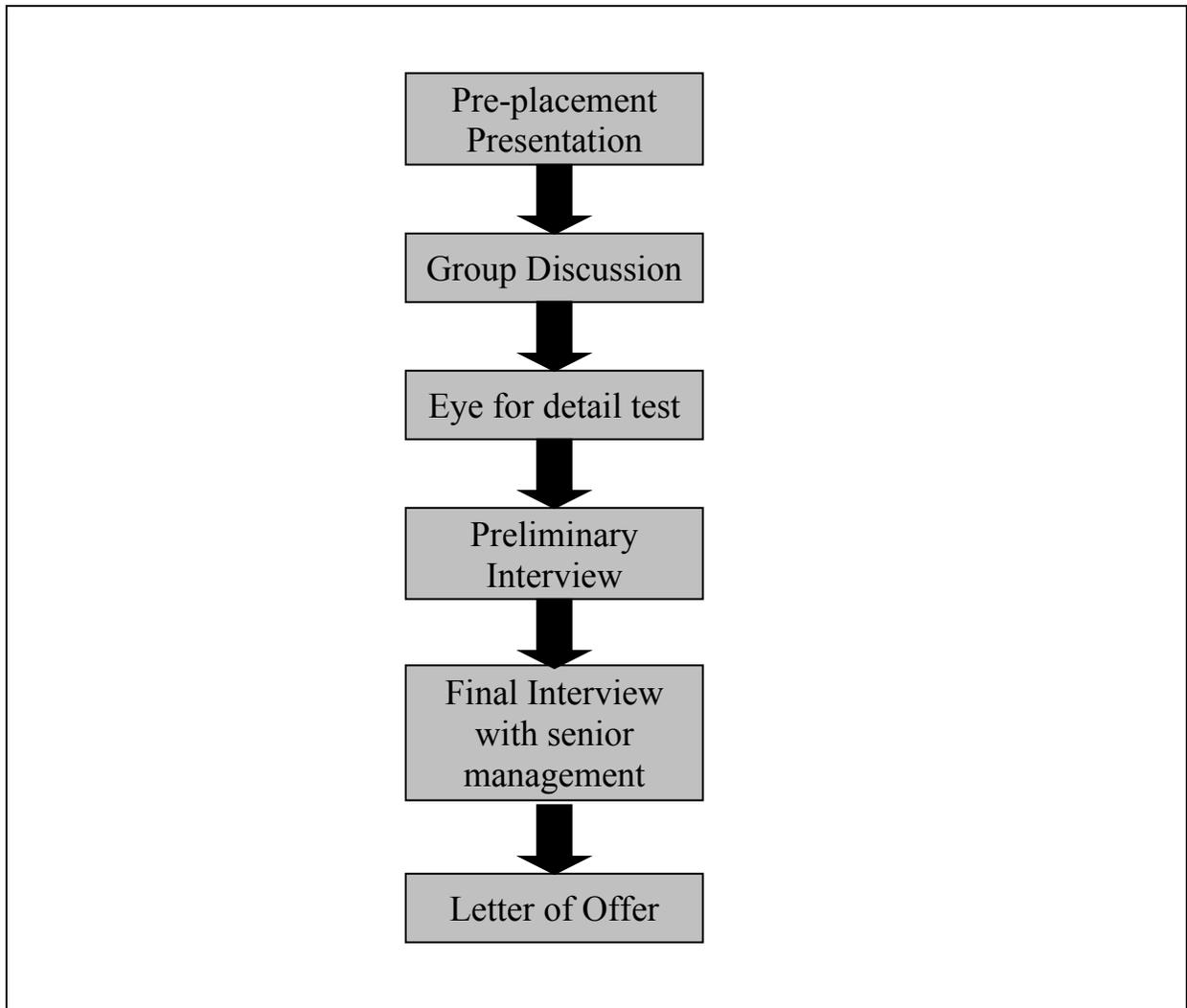


**Fig: General Selection Process**

### **Selection Process for Managerial Department in Orchid**

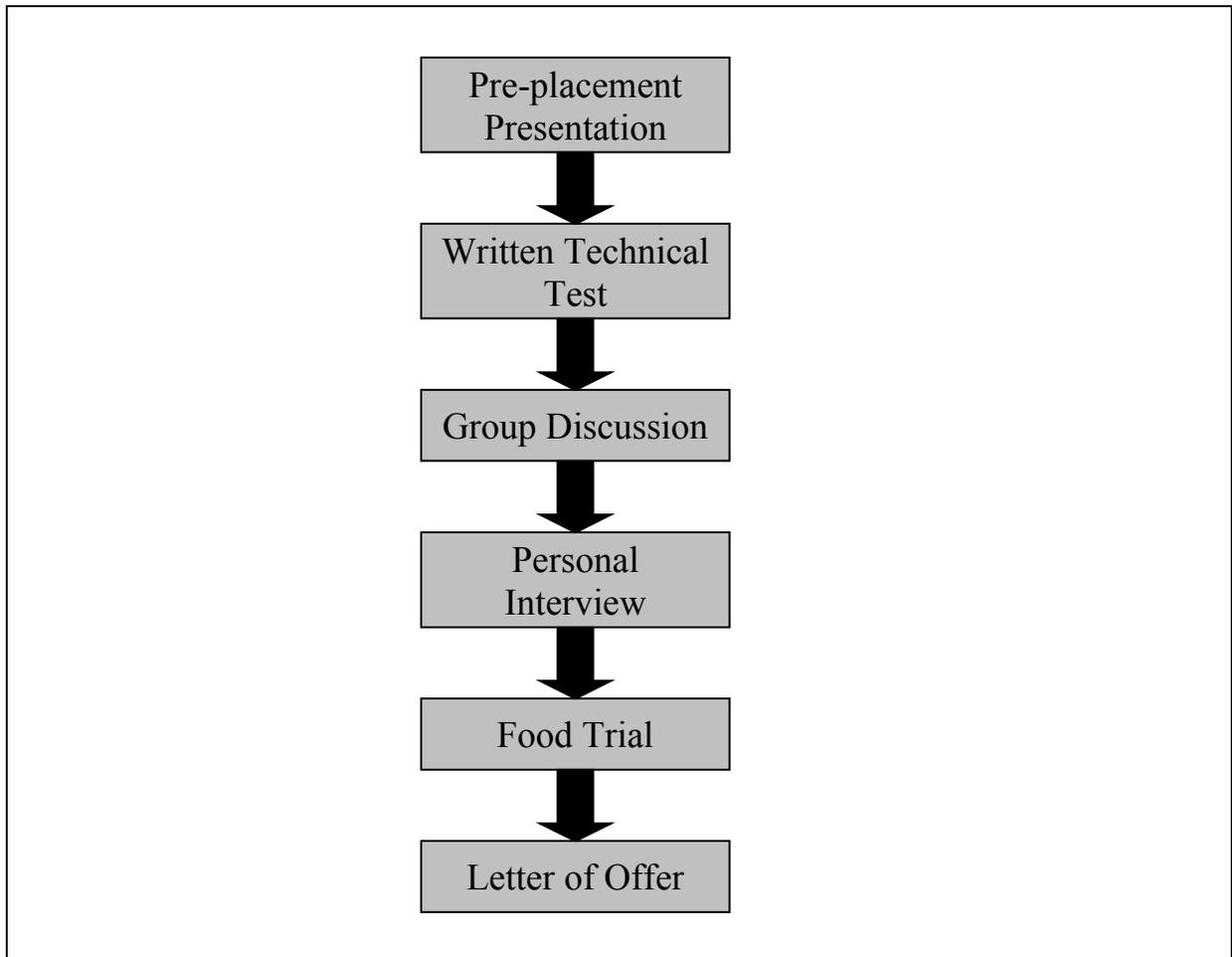


**Selection Process for House Keeping Department in Sea Princess**



### **Selection Process for Chef in Ramada Plaza**

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## **ORIENTATION AND PLACEMENT**

### **Orientation**

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Orientation is called as induction. It is the planned process of introducing new employees to their jobs, their co-workers and the organization. The main purpose of induction is to relieve the new employee from possible anxiety and make him or her feel at home on the job.

These orientation programmes are carried out formally as well as individually/collectively in the hotels. These programmes are carried from 1 week – 2 week.

**For Example:** In most of the hotels that I visited the time spared on orientation programme is one week. In Orchid Hotel, the problem faced during orientation programme is of adjusting schedules.

The topics, which are covered in the induction programmes are given in the following table:

<b><u>Organizational Issues</u></b>	
<ul style="list-style-type: none"><li>• <b>History of employer</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Product line or services provided</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Organization of employer</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Overview of production process</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Names &amp; titles of key executives</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Company policies &amp; rules</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Employee's title &amp; department</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Disciplinary regulations</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Layout of physical facilities</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Employee handbook</b></li></ul>
<ul style="list-style-type: none"><li>• <b>Probationary period</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Safety procedure &amp; enforcement</b></li></ul>
<b><u>Employee Benefits</u></b>	
<ul style="list-style-type: none"><li>• <b>Pay scales and pay days</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Insurance benefits</b></li></ul>

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• Vacations and holidays	• Retirement programme
• Rest breaks	• Employer-provided services to employees
• Training & education benefits	
• Counseling	• Rehabilitation programmes
<b><u>Introduction</u></b>	
• To supervisor	• To co-workers
• To trainers	• To employee counselor
<b><u>Job Duties</u></b>	
• Job location	• Overview of job
• Job tasks	• Job objectives
• Job safety requirements	• Relationship to other jobs

## **Placement**

After orientation comes placement. Placement refers to the assignment of a new employee to his or her job. The jobs of HR are simple where the job is independent, but where the jobs are sequential or pooled, HR specialists use assessment classification model for placing newly hired employees. For example the job of placing a waiter to its position is quite simpler as compared with that of the placing the employee at managerial level. The job of placing a waiter to its position is called an independent job but the job of placing employee at managerial level can be considered as sequential or pooled job.

## **TRAINING AND DEVELOPMENT**

Training and development activities are designed in order to impart specific skills, abilities and knowledge to employees.



Effective training is basic ingredient of success in the hotel industry. The concept of training is endorsed by most managers in the hotel industry, yet managers often give little thought to the training function in the context of their own business or departmental responsibilities until something goes wrong! One of the main problems in hotel industry is that investment in training and development of employees is a reactive process for many companies. Frequently, training and development arises as the result of significant change in the operational environment or as a consequent of crisis such as staff turnover or major departmental problems. Training is then used to cope with the immediate difficulty. This process may be proved costly to hotel. Whereas development refers to learning opportunities designed to help employees grow and evolve a vision about the future.

Here the job of HR is to identify the training need and then accordingly to design the suitable programme for that. Training within a hotel provides the best opportunity to influence the attitude and performance of employees. The training programmes include is such as introduction, fire, food hygiene, control of substances hazardous to health, manual handling first-aid, technical skills, product knowledge, and customer service.

**For Example:** In most of the hotels that I visited the training methods used are both On-the-job as well as Off-the-job.

### **Methods and Techniques of Training**

A multitude of methods of training are used to train employees. Training methods are categorized into two groups and they are:



1. On-the-job training (OJT)

2. Off-the-job training

1. **On-the-job training:** On-the-job training is primarily learning by doing and, as such, is probably the most used and most abused approach to training. Like other form of training, OJT requires planning, structure and supervision to be effective for developing a variety of practical and customer-oriented capabilities. When done correctly, OJT is a sensible and cost effective method for training and assessing trainees' progress in jobs such as retail sales, food and beverage operatives, and check-in and check-out positions. Some of the On-the-job methods of training are orientation training, job-instruction training, apprentice training, internships and assistantships, job rotation etc.

For example, at Domino's Pizza, approximately 85% of employee training is OJT, delivered by store managers using extensively by Ramada Inns, Inc., which has developed an OJT training aid. It also provides trainees with a list of sequential steps that should be followed to perform the task correctly, as well as the list of tools, materials, and equipment needed to do the task. Finally, the training aid provides an evaluation form for providing feedback to the trainees.

2. **Off-the-job training:** Off-the-job training allows for the development of broader and more conceptual skills while providing a practice environment in which error need not be so costly. There are three main forms of off-the-job training: In-house, External, and Independent.



In-house off-the-job training may take several formats including lectures and other classroom techniques, discussions, demonstrations, case studies and role plays, and simulations. What distinguishes in-house off-the-job training from other type of off-the-job training is that in-house training is conducted away from the physical location where the job is actually carried out, but still on company premises.

Like in-house off-the-job training, external off-the-job training can also take a variety of forms. Such training may be tailored to the company's specific need or it may be offered on a more general basis; it may focus on special disciplines related to hospitality.

Independent off-the-job training refers to training methods that are controlled and managed by the learner. A number of these training options which are becoming increasingly important to employees in the hotel industry are:

- ≈ Distance/open learning or training (may involve correspondence teaching, use of television or radio, video-conferencing, etc.)
- ≈ Computer-assisted learning
- ≈ Interactive-video learning
- ≈ A combination of the above method

## **The Training Process**

**Assessing Training Needs**

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**Marriott Trains**

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Bill Marriott is a firm believer in the value of training front-line people, and in the impact the front-line has on the bottom-line. There are over 140000 employees in the various Marriott hotel and food service enterprises, which he describe simply as a “people business”. As Marriott says:

We are in the people business, from waiters to maids to truck drivers, our employees must be able to get along pleasantly with others all day long.

He adds that, by one estimate, company employees make 6 million customer contacts per day, 6 million moments of truth.

In the Marriott Company that important customer interface isn’t left to chance. In 1984 Marriott spend more than \$20 million on training. To reinforce the effects of training, every employee gets the regular performance review and participates in a generous profit- sharing plan.

### **Extensive coverage of Training Programme at TAJ**



At Taj the employees are there as assets. They believe that every employee has the potential to make a successful, long-term career within the company, upholding the true values that have been the foundation for the phenomenal growth of the Taj Group. He or she is the very reason for their survival.

**Taj Management Training Programme (Operations/Food Production/Housekeeping):**

This intensive management training programme prepares young people as thorough professionals with the Taj Group of hotels.

**Taj Hospitality Training Programme**

The Taj hospitality training (THT) program has been designed to train the trainees to the level of “Supervisor” in any of their operational departments. “Learning comes by doing”, based on this principle the on-the-job training is built in as a very important component of the entire program. Recruitment for this programme commences in all key hotels, schools and graduate colleges in the country in the months of October/November.

The THT program follows a systematic process including induction, theory classes, on-the-job training, evaluation, appraisals and assessments.

**Taj Management Training Programme**

Each year, the Taj Group fortifies its operations functions with raw talent from the best hotel and graduate schools in the country. The group offers the Taj Management Training Programme (TMTP) management-training program comparable to an MBA in hospitality that moulds young budding hotel professionals into future business managers. A typical career path could include joining as a Taj Management Trainee and attaining the position of a general



manager of a hotel by lateral movements through various functions such as Human Resource, Sales, Food & Beverage and Front Office.

An 18-month intensive management training programme that prepares for profit centre management in the Taj Group.

- First 12 months, the Management trainee focuses on practical (On-the-Job training) and theoretical exposure to the fundamentals in hoteliering.
- Next 6 months, the management trainee receives inputs that combine elements of management including Management Development, Architectural Appreciation, Human Resources, Materials Management and Accommodation.

6 months training as a Shadow Manager/Shadow Chef (mentorship by a senior manager/mentoring chef).

The program provides educational exposure and development commensurate with an MBA in hospitality. The management trainees are also expected to complete live projects during their training period.

### **Food Production**

The Taj Management Training Programme – Food Production is the premier hospitality management-training programme for culinary education in the country. The TMTP-Food Production Programme focuses on culinary skills and the managerial ability to run kitchen operations. Recruitment for this programme commences in all key hotel schools in the country in the months of October/November.

It includes:



- An 18-month intensive management-training programme, which prepares trainee for Profit Centre Management in the Taj Group.
- 6 months training as a shadow manager/shadow chef (mentorship by a senior manager/mentoring chef).

In order to sustain their position of strength in Food and Beverage, participants undergo specialization in cuisines of the world. There is a special emphasis on creating chefs with internationally acclaimed skills.

### **Housekeeping Executive Development Programme (HEDP)**

HEDP is a one year intensive housekeeping training programme, which prepares trainee for a career in housekeeping and accommodation in the Taj Group. Recruitment for this programme commences in all key hotel schools in the country in the months of October/November.

During the first 6 months of the programme, the management trainees undergo technical training in classroom accompanied by on-the job exposure. Inputs include interiors, finance, human resources, architectural design, fabric and styling. The next 6 months include on-the-job training in a Taj hotel as an understudy to a mentoring executive housekeeper.

This is an exclusive “Earn while you Learn” opportunity, offering attractive stipends to programme participants.

- Stipend + benefits
- Subsidized accommodation during the training period.



## **PERFORMANCE APPRAISAL**

Performance appraisal refers to the assessment of an employee's actual performance, behaviour on jobs, and his or her potential for future performance. It is done generally for the purpose of assessing training needs to employee, to effect his promotions and to give him pay increase, retention or termination.

Though there are different methods of performance appraisal only one method that is commonly used in this industry is Rating Scale Method.

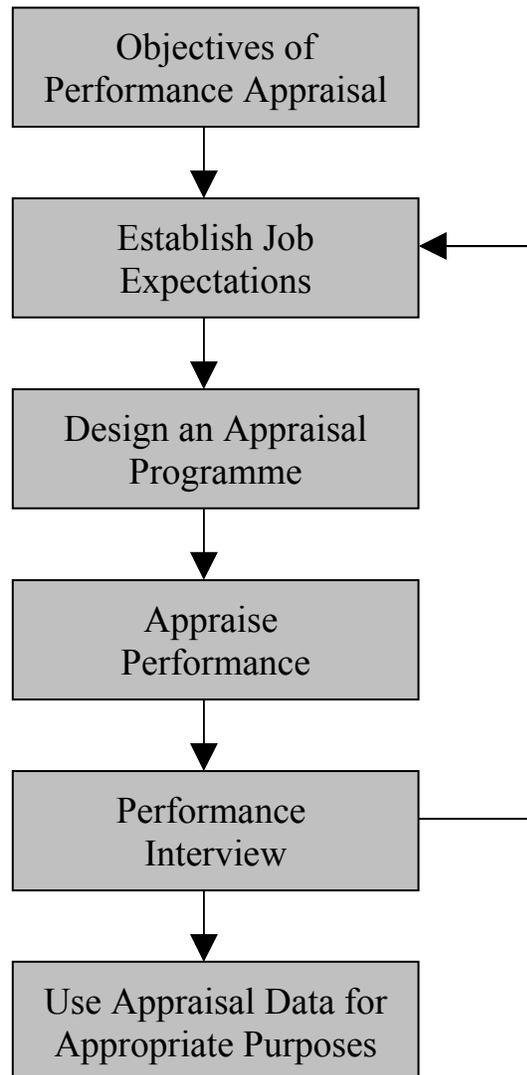
**For Example:** In most of the hotels that I visited the performance appraisal is done on yearly basis but in Hotel Imperial Palace on day to day basis the briefing of employee is done. In Orchid Hotel, the rating scales method is used by the way of Questionnaire (1-10).

### **Challenges of Performance Appraisal**

- Create a culture of excellence that inspires every employee to improve or lend himself or herself to be assessed.
- Align organizational objectives to individual aspirations.
- Clear growth paths for talented individuals.
- Provide new challenges to rejuvenate careers that have reached the plateau stage.
- Forge a partnership with people for managing their careers.
- Empower employees to make decisions without the fear of failing.
- Embed teamwork in all operational processes.
- Debureaucratise the organization structure for ease of flow of information.



## **Performance Appraisal Process**



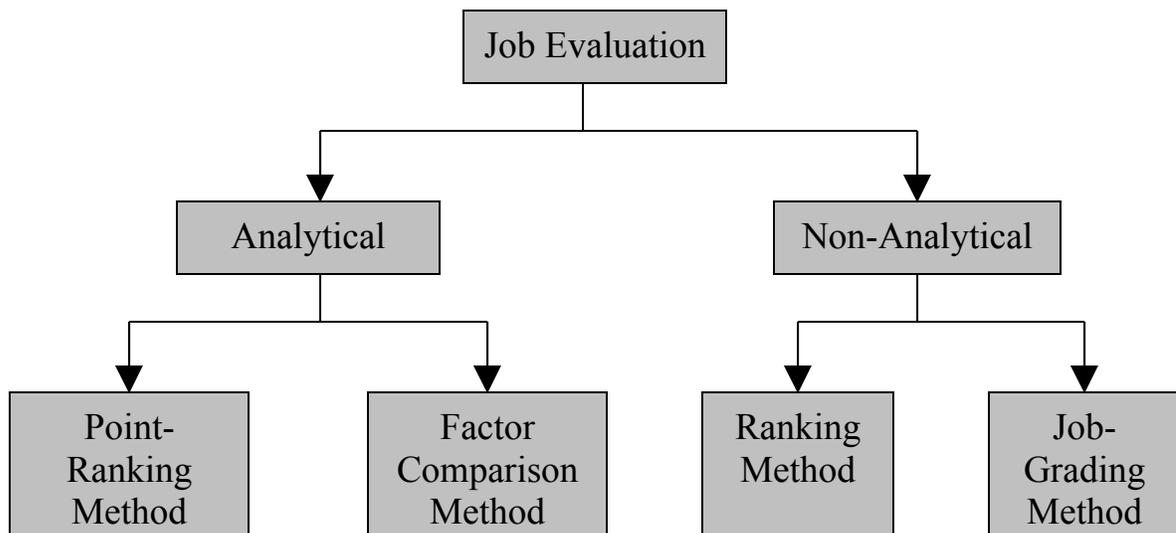
**Fig: Performance Appraisal Process**



## **JOB EVALUATION**

Job evaluation refers to the process of determining the relative worth of each job for purpose of establishing satisfactory wage and salary differentials. Jobs are evaluated on the basis of their content and are placed in the order of their importance. In a job evaluation programme, the jobs are ranked and not the job holders.

### **Methods of Job Evaluation**

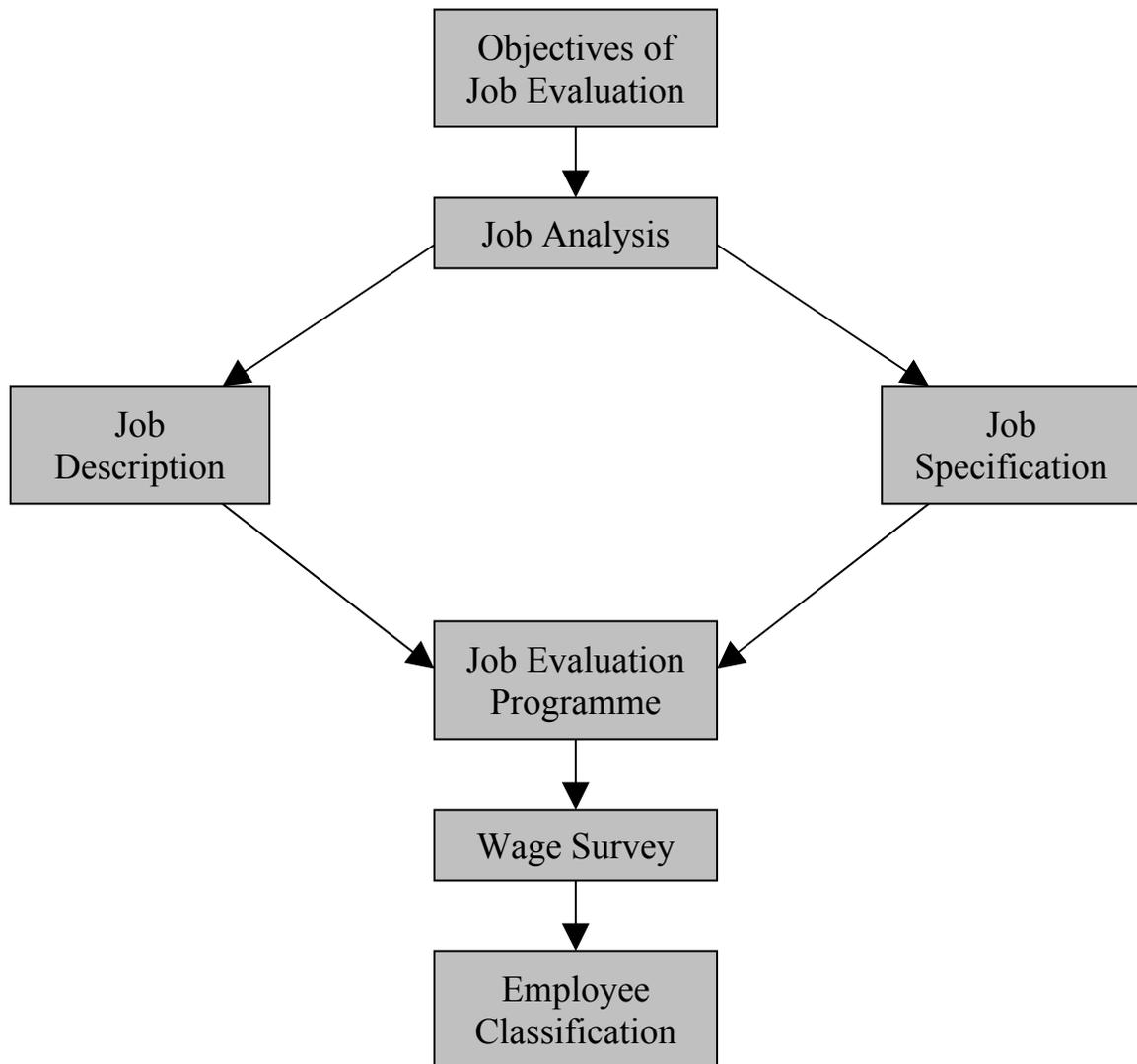


**Fig: Methods of Job Evaluation**

Though there are different types of methods available but the most common method practiced in this industry is analytical method and in analytical method point ranking methods is the most appropriate one.



## Process of Job Evaluation



**Fig: Job Evaluation Process**

## **EMPLOYEE RELATIONS**

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As the name suggest it is all about maintaining relationship with the employee. It includes all terms that are concerned with the employee like employee remuneration, incentives payments, employee benefits and services, employee welfare, safety and health issue, trade unions etc. Here it's where the HR manager communicates with employee about their problems, suggestion and so on. All these steps are followed in order to retain best employee.

### **Employee Remuneration**

In most of the hotels, the human resource department plays a crucial role in determining the remuneration policy of employees. For this they take into consideration all external as well as the internal factors. By this they have to deal with external factors like labour market, going rate, cost of living, labour unions, labour laws, society and the economy as well as internal factors like company's ability to pay, job evaluation and performance appraisal and the worker himself or herself. In hotel industry both financial as well as non-financial methods of remuneration are followed.

### **Incentives Payments**

It is seen that HRD are highly involved in deciding the incentives programmes. As this department is involved in deciding the remuneration programme, they are serving as the foundations for most incentive plans. The management of these plans is collaborative. These incentives schemes are for direct workers who work in batches, as well as for indirect workers.

### **Employee Benefits and Services**

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The HRD has a major role in the development and management of benefits programs. These benefits are designed by HRD in order to suit the requirement of employee. And further, they are sent to the top management for approval. Thereafter they are implemented. These benefits, which are given to the employee, are both financial as well as non-financial.

Some of the benefits and services, which are practiced in the hotel industry are as follows:

- ⇒ Legally required payments
  - ✓ Old age, survivors, disability and health insurance
  - ✓ Worker's compensation
  - ✓ Unemployment compensation
- ⇒ Contingent and deferred benefits
  - ✓ Pension plans
  - ✓ Group life insurance
  - ✓ Sick leave
  - ✓ Maternity leave
- ⇒ Payments for time not worked
  - ✓ Vacations
  - ✓ Holidays
  - ✓ Voting pay allowances

## **Employee Welfare**

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Labour welfare refers to taking care of the well being of workers by employers, trade unions, and government and non-government agencies. Recognizing the unique place of the worker in the society and doing good for him/her retaining and motivating employees, minimizing social evils, and building up the local reputation of the hotel are the arguments in favour of employee welfare. Hence this area has generated one more area for practicing of HR roles.

### **Safety and Health Issue**

Since the hotel industry, is the service industry, hence the safety and health aspects of employee is concern for the organization, as employee are assets of service industry. The whole and soul responsibility of employee health and safety measures lie on the shoulder of HR department. Hence such types of measures reduce the chances of accidents.

### **Trade unions**

Trade unions are voluntary organizations of employees or employers are formed to promote and protect their interests through collective action. Contrary to popular perception, unions are not meant only to organize strikes. Their presence is felt in all HR activities of an organization. Unions have political affiliations. But some hotels experience tremendous pressure from these trade unions whereas in some hotels trade unions are present for name shake only. The unions, which are present in most of the hotel, are **Bhartiya Kamgar Sena** (headed by **Shiv-Sena**).

## **360 DEGREE PERFORMANCE APPRAISAL**

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360 degree appraisals are a powerful developmental method and quite different to traditional manager-subordinate appraisals. As such a 360 degree process does not replace the traditional one-to-one process - it augments it, and can be used as a stand-alone development method.

360 degree appraisals involve the appraisee receiving feedback from people (named or anonymous) whose views are considered helpful and relevant.

**360° Feedback** is a proven method of helping individuals reviews their performance through the eyes of their working colleagues.

The feedback is typically provided on a form showing job skills/abilities/attitudinal/behavioural criteria and some sort of scoring or value judgement system. The appraisee should also assess themselves using the same feedback instrument or form.

## **BENCHMARKING**

Benchmarking is the process of determining who is the very best, who sets the standard, and what that standard is. In baseball, you could argue that seven consecutive World Series Championships made the New York Yankees the benchmark. It is done to motivate people to improve toward that goal.

Benchmarking is usually part of a larger effort, usually a Process Re-engineering or Quality Improvement initiative. Benchmarking is a management tool that is being applied almost anywhere. Once we decide what to benchmark, and how to measure it, the object is to figure out how the winner got to be the best and determine what we have to do to get there.



## **FUTURE ROLE OF HUMAN RESOURCE IN HOTEL INDUSTRY**

Service quality and productivity were the most crucial competitive issues facing these firms. When asked to different hotels regarding strengthening competitiveness, 50 percent choose internal management actions, including educating and training employees, with publicly announcing employee policy. And all these procedure of implementing such task is over HR shoulder.

To achieve a progressive, innovative culture within organization- and to cope with the critical challenges that the future might bring- human resources professionals are likely to assume certain roles with greater frequency. These roles are following:

- **The Consultant Advisor Role:-** In particular, the top human resources executive will increasingly play a major role in advising the CEO and the top management team about the human resources implications of broad organizational strategy, both nationally and globally. Further, the human resources department will be called upon more and more advice management at all levels about the motivational, morale and legal implications of various present and proposed practices and policies.
- **The Catalyst Facilitator Role:-** The human resources directors have a unique opportunity to serve in a catalyst-facilitator role in stimulating a top management philosophy, leadership style and organizational culture and climate. It is important that management develops a clear view of these interrelated matters and that management is self-conscious about them on an ongoing basis. In addition, the human resources director can serve as a



resource person about these concepts and their links to organizational outcomes such as effectiveness, efficiency, development and participant satisfaction.

➤ **The Diagnostic Role:-** By this, they are expected to identify the underlying causes of an organizational problem as distinct from its symptoms and to come up with solutions – or system for solving the problem- that correspond with the diagnosis. All too often, programs of various kinds, like job enrichment, incentives systems, quality circles and so on, are proposed by managers or human resources people. what is usually needed is an accurate description of the problem to be solved, a careful analysis of the dynamics of that problem, and a close look at alternative solutions and their rectifications before a program are implemented.

➤ **The Assessment Role:-** One of the most difficult roles for human resources professionals is the assessment role, in which they assess the effectiveness of various human resources practices and policies. A comprehensive evaluation of the effectiveness of various human resources policies and practices is called a human resources management audit or personnel audit. These comprehensive human resources audit may be used to analyze a wide array of human resources practices and outcomes.



### **Hyatt's Human Resource Strategy: Focus 2000**

Hyatt has an ambitious plan to find, train, and keep quality employees during the next 10 years - Focus 2000. Recruitment, training, recognition, retention, communications, volunteerism and community involvement are important components of the plan. One priority of focus 2000 is keeping tabs of management and line employees. The Hyatt Management Manpower Inventory is a program to keep track of the locations, performance and wage scales of more than 8000 management-level employees in the company. The information, which is compiled on computer at each hotel and sent to corporate offices, includes the employees' levels of interest in promotion, geographic preferences and the availability of other employees to fill their slots if they are promoted. One another program provides more statistical indicators of a property's success and helps the corporate and regional staffs identify potential personnel problem areas. The strongest component of the focus 2000 program is employee communications. The chain has always had clear, meaningful two-way lines of communication. Morgan, corporate director of employee relations, discusses Hyatt's commitment to employee communications. "We try to share with employees as much information as possible about the company and how it's performing. Our approach is always to be honest and instill in them a sense of ownership in the company. Then if the company or an individual hotel has a problem, sales are down, for example, we can openly discuss the impact of the situation and what we can do together to solve it."



## CONCLUSION

From the whole project we have seen that in hotel industry the policies and functioning of each hotel is little bit similar to other hotels. Good HR policy would be the policy, which not only considers all HR functions with proper care, but also considers all the other factors like culture of the hotel, types of customers it receives, the nature of the business and also the place from where it operates. And the hotels, considering all the above factors to achieve the organizational goal while framing its HR functions is said to have been following good policy. For example in **Hotel Sea Princess**, the employee care is given first priority. In case if some of the relative of an employee dies or suffers from some serious disease, the manager sends all the colleagues of that employee to support him and thus manager makes himself aware of that employee's condition. This makes the employee feel that management cares for him. This will definitely motivate him to work in the interest of organization. There work environment is quite friendly and hence employees can discuss their problems openly.

In small hotels, the HR functions are not that developed. It needs more attention especially for the hotels aiming to expand their business. The hotels should neglect the fact that the frustration level in this industry is highest of all industries. The very first disappointment employee's face that the industry is not glamorous the way it was hyped in catering colleges. Their frustration level keeps on rising when they go through the following circumstances. Employees do not have time for their personal life. They have to do overtime for many of the reasons and for such extra time they are not even paid. For example if the



waiter A's working hours are from 6 am to 2 pm and at 1.30 pm some guests arrives on the A's table then A cannot leave unless the guest leaves the table. Thus A will be forced to do overtime till the time those guests are sitting on the table. And for this extending period A is not even paid. Also in this industry number of working days and number of working hours are higher than any other industry and also employees are compelled to work on Sundays and Bank Holidays when all the others have holidays. **(Source Ramada Plaza)** The most frustrating part of this industry is the fact that besides going through all the frustrations employees are not paid the amount they deserve. Salary paid to them is really low when we compare it with their frustration level. Thus because of these facts most of the employees leaves their job.

And now when our country is trying to develop tourism for the development of our economy, it has become mandatory for us to provide hotel-services up to international standards and this is possible only when our hotels are in position to cope with this frustration level of employees. They need to be given proper training and also the career opportunities for their future. And first of all they should be aware of the facts of this industry before they join in, so that after entering their frustration level would be low as they will be prepared for everything. Thus, the responsibility of an HR manager is much higher in this industry.



## **SOME OF THE PRIME HOTELS IN MUMBAI**

Following are the introduction of some hotel apart from bunch of hotel's which have been taken reference for the project are as follows:

### **Leela Kempinski, Mumbai**

The Leela palaces and Resorts, three of India's finest deluxe hotels, hallmark the essence of India in Bangalore, Goa and Mumbai. The group has established a global leadership position in the 5-star luxury hotel and resort industry for the world's most discerning business and leisure travelers. The proximity to international airports and central business districts, strategic location, individuality, architectural aesthetics, lush greens and the intrinsic Indian culture and heritage distinguishes the group from the rest. The Leela is committed to striving for excellence and exceeding expectations based on the ancient Indian Philosophy that the 'Guest is God'.



### **Leela Kempinski, Mumbai**

The culture, mystique and hospitality of India blend with modern facilities and services to give customer what the finest business hotel in the country is giving,



and that is the Leela Kempinski Hotel. Hotel Leela Kempinski is one of the leading 5 star deluxe hotels in Mumbai, the dream city of India.

### **Location**

The Leela is a city Hotel, situated in the heart of Mumbai's bustling industrial belts. The hotel is located 1.5 kms from International Airport, and 7 kms from domestic airport.



### **Leela Kempinski Lobby, Mumbai**

The Leela Kempinski hotel offers 423 centrally air-conditioned rooms including 33 suites. Amongst the various room facilities available at the Leela Kempinski hotel are 24 hours in room dining, H/C running water, high-speed broad band internet access, television, telephone, safe deposit, channel music, in-house video channels, mini bar, electronic card locker/automatic fire censoring and water sprinklers.

### **Facilities at Hotel Leela Kempinski**

The Leela has a 24-hrs business centre that offers a host of specialized services viz; secretarial services, telex, telefax, word-processing, conference rooms plus

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reading material to catch up with the business news around the world. Amongst the special facilities for corporate giants, from The Leela are 9 exclusive meeting rooms equipped with hi-tech facilities for conferences, seminars and board meetings.



**Leela Kempinski, Guest Room**



**Leela Kempinski, Restaurant**

The grand ballroom of the Leela Hotel is Bombay's largest indoor banquet hall. It comfortably accommodates over 2000 guests for celebrated weddings and mammoth conference. For more intimate gatherings, the ballroom can be conveniently divided into small venues. For outdoor functions, the palm courts and the poolside are unmatched for their beautiful pristine setting.



## **Hotel Ramada Palm Grove, Mumbai**

*“When it comes to world-class service, Hotel Ramada mean business”*. Part of the worldwide Ramada chain, now under the flagship of The Marriot Hotels, The Ramada Hotel Palm Grove has a striking glass facade and nestles enviably on the palm fringes of Mumbai’s Juhu Beach facing the Arabian Sea.

**Voted ‘Business Hotel of the Year’- 97 by H&FS, The Ramada Hotel Palm Grove** is geared to serve both the discerning businessman and the carefree leisure traveler. It’s fully refurbished guest rooms and highly personalized services, make you feel comfortable and cared for, miles away from home.



**Hotel Ramada Palm Grove**

### **Location**

Hotel Ramada is conveniently located just 8 kms from the city’s international and domestic airports, on the breezy fringe of Juhu Beach. Close enough to the heart of the metro, yet a safe distance from the hustle and bustle. Within a 10-25 kms radius of Mumbai’s premier business districts and shopping centres at Bandra.



**Hotel Ramada Palm Grove, Restaurant**

### **Facilities**

On the Beach All Rooms have Coffee Maker, Clock radio, hair dryer, refrigerator, sofa bed, Cable TV, work desk Some rooms have High Speed Internet Access, Iron/Ironing Board, VCR Meeting Facilities- 3 conference rooms Conference Facilities Free Parking, Indoor and Outdoor parking No pets allowed Outdoor Pool not heated, Kiddie pool Restaurant Valet Free Local Telephone Calls, Free toll-free and long distance access, Message alert, Voice mail Safe Deposit Box Baby Sitting Bar Beauty Salon Express Check Out Non-Smoking Rooms Room Service Breakfast- Full American breakfast, Continental Wheel Chair Access Ironing Board Iron SECURITY- in room safe; smoke detector; safe deposit box at front desk SHUTTLE SERVICE- Limo service US\$35 for 8hrs 80km; Public transportation Refrigerator Copy Service Outdoor Pool Safe Elevators Ice Machine Wake-up Service Free Newspaper Electronic Locks Exterior and Interior corridors Laundry 3km Dry cleaning Suites available Baggage Handling Valet 24hr switchboard Whirlpool, Steam room.



- ✓ Room service
- ✓ Self parking
- ✓ 24-hour front desk
- ✓ Number of rooms: 114
- ✓ Hair salon
- ✓ Business services
- ✓ Room service (limited hours)
- ✓ Bar/lounge
- ✓ Parking (free)
- ✓ Business center
- ✓ Safe-deposit box - front desk
- ✓ Number of floors: 4
- ✓ Laundry service
- ✓ Babysitting or child care
- ✓ Restaurant(s) in hotel

**HR Department at Hotel Ramada Plaza Palm Grove**

**Person Contacted:**

**HR Manager: Mr. Gangadhar Ghadigaokar**

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**Location :**

Centrally located and within three kilometers of the Domestic and the International Airports, MIDC and the SEEPZ Industrial areas and within walking distance of the Andheri Railway Station.



**Accommodation :**

32 plush and cozy rooms and suites with facilities like attached baths with hot and cold running water, color television sets with satellite transmission, modern fittings and furniture, etc.



### **Bar & Dining :**

24 Hours Room Service from Beverly Hills, our in-house Grade 1 restaurant serving Punjabi, Mughlai, Konkani, Chinese, Continental & Thai cuisines.

### **Facilities & Services :**

Valet parking, Complimentary airport transfers, Doctor on call, Quick & Clean Laundry service etc.

### **Restaurant**



### **Features:**

A Luxurious, Multi Cuisine Grade 1 Restaurant, having a well stocked bar serving the best of the spirits, Indian, Konkani, Chinese, Continental & Thai cuisines. The restaurant has been featured, approved and acclaimed by the Times of India, Indian Express, Mid Day, Star Plus, In-Mumbai and other top of the line media merchants. It's also been our pleasure to host celebrities like Sachin Tendulkar, Shyam Benegal, Siddharth Kak, Bachhi Karlaria, Jiggs Kalra & Sanjeev Kapoor to name a few. It also has a roof garden which is a perfect place for any occasion like birthdays, wedding, receptions etc.



**Hotel Imperial Palace**

**Person Contacted:**

**Manager: M.A.Kulkarni**

**Hotel Sea Princess, Mumbai**

Hotel Sea Princess is one of the leading 5 Star hotels in Mumbai, the dream city of India. The Hotel Sea Princess in Mumbai is awarded with the 24th International Award for Tourist, Hotel and Catering Industry at Madrid, Spain and the International Gold Star Award for Quality and Excellency at Geneva, Switzerland. The Sea Princess hotel caters to the needs of today's business executives as well as leisure travelers.



**Hotel Sea Princess**



**The Award**



The Hotel Sea Princess offers guests with 110 room accommodations, comprising of Deluxe Rooms and Deluxe Suites, multicuisine restaurants, and excellent conference facilities. The deluxe rooms are tastefully designed with some of the rooms overlooking the Blue Arabian Sea. The suites of Sea Princess hotel are one of the finest and most luxuriously designed. The suites are equipped with all modern amenities, having their own Jacuzzi. The Presidential Suite, located on the topmost floor of the hotel is the most luxurious suite with the best sea view. The Viceroy Suite, based on European decor, is exquisitely designed with a wonderful view. The Azure Fantasy is of Scandinavian design and as the name suggests, blue is predominant colour.

### **Location**

In the heart of Mumbai, on the famous beach of Juhu, is the location of Hotel Sea Princess. The Distance of the hotel from the Domestic Airport is 8 kms, while the International Airport is 13 kms away and 3kms from Santacruz Railway Station.



**Rooms**



**Restaurant**



### **Facilities at Hotel Sea Princess**

Overlooking the sea the pool (with a separate pool for children) there is ample space for sunbathing and relaxing.

The Sea Princess hotel has a modern and well-equipped Health Club with Gymnasium, Sauna & Steam Bath, Jacuzzi and Chill Pool.

Sea Princess hotel has a well-equipped beauty parlour for both gents & ladies. The Shopping Arcade is situated at the lobby level it gives you the comfort of shopping in-house. There is a well-equipped business centre at the Sea Princess hotel with all modernized business facilities. May it be surfing on net or secretarial services.



**Family Restaurant**



**Suites**

### **Services at Hotel Sea Princess**



Hotel Sea Princess offers various services like Doctor On Call, In- house laundry and Valet services, Travel Agency, Car Park Facility, Electronic Safe Deposit, Tea/Coffee Maker, Mini-bar, and 24 hrs Internet facility in all rooms.

### **HR Department at Hotel Sea Princess**

#### **Person Contacted:**

**HR Manager: Mr. L.Vaz**



The Orchid - An Ecotel Hotel is Asia's first certified eco-friendly five-star hotel **and world's only Ecotel to be certified as ISO 14001**. The Orchid, An Ecotel Hotel, Asia's first Eco Friendly Five Star Hotel was opened to Public on 27th September, 1997. This [245-room hotel](#) is strategically located adjacent to the domestic airport making it a convenient place for the business traveler to stay.



The Orchid has employed a high powered team of professionals from the Industry and it opened its doors to Public on World Tourism Day - 27th September, 1997. It has been well received both in the domestic and international market and enjoys a near 82.7% occupancy in the year 2000-2001 having well appointed rooms and suites with luxurious 5 star facilities.

Everything is designed so as to be unobtrusive. Like The Club Privé, an exclusive club floor with a private lounge and butler service. Or the well-appointed business and conference center to take care of your business needs. The exclusivity of The Orchid is experienced as soon as one enters the atrium that is serenaded by a 70-foot indoor waterfall.

Around the waterfall, on the first level is [the Boulevard](#), the 24-hour coffee shop. The beautiful Orchids growing there give you a feel of the truly Orchid experience. Besides, The Boulevard provides a unique guaranteed time-bound service aptly called the "Lightening Menu" or the "10 Minute Menu". If the service is even a minute late, the meal is on the house! From the first level to the top most.



[Mostly Grills](#) the lovely roof top barbecue restaurant serves modern fusion cuisine. The setting is a very surrealistic Mexican village with a pool by the side and the breathtaking view of the airport runway on the other.

And then the piece-de-resistance, [Vindhyas](#), which many Mumbai gourmets consider the best Indian restaurant in town, is a unique concept showcasing the cuisine and culture of peninsular India. Here in a very ethnic temple setting you can experience the intriguing flavors of nine Indian peninsular states, the folk dance performances only go to serve as the perfect accompaniments.

Abutting Vindhyas is [Merlin's Bar](#). The name itself conjures images of magical concoctions that will help lift your spirits and unwind, and what's more Merlins is open till 3.00 am, giving you ample time to enjoy the magic.

At the lobby is [The Gourmet Shop](#), a delicious cake shop.

The 35 international awards and the recent ISO 14001 certification reiterate the efforts of The Orchid of being a pioneer amongst environment friendly hotels. Our clientele form the who's who of the discerning international corporate. We, just like our discerning clientele believe in sustainable development and have created an experience where:

**" Deluxe need not disturb, Comfort need not compromise and Enjoyment need not be insensitive."**



*Our Mission statement*

*The Orchid, Asia's first 5 Star Ecotel® Hotel, is committed to enhancing the guest, experience while setting a new standard of environmental responsibility, by conserving natural resources, educating, enlightening and motivating our staff, and cultivating community relationships.*

**HR Department at Hotel Orchid**

**Person Contacted:**

**Asst. HR Manager: Mr. Jagdeep Chauhan**

**CASE STUDY**

**(Source Ramada Plaza)**

**Labour Negotiation**

This is a case about labour dispute. In this dispute there were around 45 employees involved, whose job were terminated some three years ago for the certain reason. The case was something that all the workers wanted their job

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back as well the compensation in amount equal to their wages for the period they have not worked. The hotel was ready to hire these employees but not ready to pay the compensation they were demanding. The case was going in the court but the judgement was not seen in favour to either of the side. Both the hotel and employee were running huge expenditure in such matter. Mr. Gangadhar Ghadigaokar was newly appointed as HR manger in the hotel at that time and was faced up with this case.

### **Solution**

Mr. Gangadhar Ghadigaokar talk with this people and explained the overall problem and their long-term consequences and on behalf of the hotel he negotiated with them. This process went for a month and ultimately these people were ready to accept the proposal led by Mr. Gangadhar Ghadigaokar. The proposal was that the hotel will pay the compensation for the 45 months instead of the 48 months in the form of Rs.1000-3000 instead of full wages as a compensation amount depending upon there designation. Top management also accepted the proposal, infact they were happy about the proposal made by Mr. Ghadigaokar and appraised him for his work.

### **PRESS RELEASE**



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*Human Resource Practices In Hotel Industry*

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