



**Arab American University – Jenin**

**Faculty of Graduate Studies**

**Thesis title**

**Developing a Strategic Risk Plan Model for Hotels  
Operating in the West Bank: Movenpick (Millennium)  
Hotel Case Study**

**By**

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**This Thesis was submitted in Partial Fulfillment of the  
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American University, Jenin**

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**Developing a Strategic Risk Plan Model for Hotels Operating in the  
West Bank: (Movenpick (Millennium) Hotel Case Study)**

**By**

**Loai Mohammad Oredi**

This thesis was successfully defended on 28/8/2017 and approved by:

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### **Declaration**

I am the undersigned Loai Mohammad Raja Orede, holder of ID Card No. (910668276), I declare that, I know that I have been accepted in the Remedial Program for Master's degree in Business Administration (MBA), and that my acceptance doesn't mean, anyway, that I am accepted in (MBA) program.

I am also aware and I confirm that my acceptance in the program of (MBA) offered by the University of Indiana- Pennsylvania (IUP) and the Arab American University- Jenin (AAUJ) is fully depends on passing the remedial courses announced in the (MBA) program, with average (3) or higher.

Consequently, I declare that the Arab American University - Jenin is not responsible for my failure to meet the admission requirements for the (MBA) program.

Name: .....

Signature: .....

## DEDICATION

Words are inadequate to express my heartfelt gratitude to the many persons, who helped, supported and inspired me finish this humble work of mine. I am dedicating this finished study to them all next to Almighty Allah.

To

Father, Mother and my second mother, Rowaida

For your never-ending inspiration and prayers

My wife

For your inspiration and encouragement

My children (Mohammad & Jody)

The stars lightening my skies

Brothers and Sisters

For your encouragement, understanding and support

Family and Friends

For your ready assistance, motivation and kindness no sufficient words can manifest my love passion and respect to you. I owe you everything, because it is you after Almighty Allah that made this dream of mine a reality. Thank you all.

This work is also dedicated to the all those who offered their lives for the freedom of Palestine.

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My heartfelt gratitude is hereby expressed to the following for the completion of this modest endeavor:

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**Abstract**

**Developing a Strategic Risk Plan Model for Hotels Operating in the  
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The research aimed to develop a risk plan through taking the Movenpick Hotels and Resorts as a case study of application.

An interview and a checklist were used to gather information from general manager and the departments' managers. This information helped to know many aspects regarding the way that the hotel manages risk.

A strategic risk management plan was developed for Movenpick Hotel (Millennium) in Ramallah. The objective of the developed strategic risk management plan is to manage the Hotel risk swiftly and effectively to cope with business operations, protect associates and assets of the hotel, and ensure the continuity of critical business functions.

Enterprise risk management model is used as a strategy to develop the plan for the hotel to deal with risk and opportunities by enterprise risk management process.

Enterprise risk management process ensures effective reporting and compliance with laws and regulations, and it helps to avoid damage to the business reputation and associated consequences. This thesis shows how enterprise risk management helps the hotel to achieve its objectives, to get to where it wants to go, and to avoid pitfalls and surprises along the way.

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# **CHAPTER I**

## **THE PROBLEM AND ITS BACKGROUND**

### **1.1. Introduction**

Risk can be defined as combination of the probability of an event and its consequences. In all types of understanding, there is the potential for events and consequences that constitute opportunities for benefit and threats to success.

Risk Management is increasingly recognized as being concerned with both positive and negative aspects of risk. Therefore, this standard considers risk from both perspectives. Risk Management is a central part of any organizations strategic management. (Crackford, 1986)

It is the process whereby organizations methodically address the risks attaching to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities. The focus of good risk management is the identification and treatment of these risks.

Its objective is to add maximum sustainable value to all the activities of the organization.

### **1.2. Problem of the Study:**

Palestine's hotel industry forms its special characteristics in the process of development, not only bringing benefits but also hidden defects to Palestine's hotel industry. Therefore, it is really worthwhile to discuss the problem of how to strengthen risk

management and try as much as possible to avoid or reduce the economic loss caused by all kinds of factors in management.

The research is concerned in developing and helping the hotels operating in the West Bank to assess their risks and to develop a Risk Plan Model.

### **1.3. Purpose of the Study**

The study aims to develop a Strategic Risk Plan Model for Hotels Operating in the West Bank. And to identify the main objectives and activities Movenpick (Millennium) Hotel in Ramallah will focus on over the next five years.

**The most significant issues to be addressed are:**

- Developing a risk culture.
- The integration of 'risk' as a factor in decision making.
- The importance of the risk management system to the future viability of the Hotel.

### **1.4. Importance of the Study**

The researcher did not find a similar case study, so it appears to be the first of its kind in the Palestine Academe in terms of the subject, the hotels operating in the West Bank in the risks they assume, and the specific sub-problems posed. A review of the graduate libraries of leading universities and colleges in Palestine tends to confirm the foregoing.

The researcher's interest on this topic is indicated by its usefulness in developing and helping the hotels operating in the West Bank to assess their risks and the factors they consider when they do Risk Plan Model.

The research is also important to the researcher because of its importance to the work in the Ministry of tourism which has to play a vital role in developing the industry's economy and encourage other hotels to develop their own risk plan.

The researcher believes that extending and developing risk plan is not benevolence but business, therefore it is more important that it be managed and operated well that its advantages may serve not only a few but the economy as a whole.

The outcome of this study can provide general guidelines to hotels operating in all over the country which could serve as a reference for developing their own Risk Plan. This would in turn assure the positive and productive risk plan of such hotels as its primary contribution to the development of the social and economic conditions of the country.

### **1.5. Scope and limitations of the Study**

Place limitations: The study focused on hotels operating in the West Bank, and Movenpick (Millennium) Hotel Case in particular, the selected hotel authorized by Palestine Ministry of Tourism (PMT) and licensed by the Palestinian Authority.

Time limitations: The study is conducted during the academic year 2016/2017

## 1.6. Definition of Terms

In order to have a common basis of reading and understanding of the text, the following important terms are defined and facilitated to the extent of their usage in this study.

**Business Credit-** It is part of financial institution activities that extend credit to business firms for their various business activities. (Carbajo, 2017)

**Business risk -** The risk or uncertainty associated with a firm's projections of its future returns on assets, or returns on equity (ROE) if the firm uses no debt.

**Collateral -** This pertains to the securities such as stocks, bonds and other marketable properties which borrower pledges as a security for loan. (Ehrhardt & Brigham, 2017, p. 230)

**Credit-** It is the ability of a business or individual to obtain money, services or property and to defer repayment because the lender makes a favorable appraisal of the debtor's ability to repay. (Simkovic & Kaminetzky, 2011, p. 116)

**Credit Analyst-** A person who evaluates and analyzes all the data relative to the credit application. (Simkovic & Kaminetzky, 2011, p. 118)

**Credit Risk-** risk that a borrower will not pay a loan as called for in the original loan agreement and may eventually default on the obligation and it is one of the primary risks in bank lending. (Weston & etal, 1993, p. 624)

Finance Companies- are a major competitor of commercial banks in providing credit services (loans) to households and business firms. The major sources of funds for finance companies are bank loans, commercial paper, long-term debt (bonds), and equity capital. (Samolyk, 2004, p.41)

Financial Management- refers specifically to how funds are being handled and utilized effectively to achieve an organization's goals there are two distinct types of financial decision: Financing decision (How should the firm obtain funds?) and investment decision (How should the fund be used?) to make good decisions, manager must understand the firm's financial considerations, perspective, and goals. (Burton & etal, 1988)

Risk Management of Hotel Operation: is a series of management activities aimed at controlling and taking precautions against different possible risks in order to realize the established target and it is also a modern hotel management function with multi-layers and multi-aspects. (Yan, 2007)

Financial Risk- the portion of stockholder's risk over and above basic business risk resulting from the use of financial leverage. (Weston & etal, 1993, p. 624)

Financial Leverage- the extent to which fixed income securities (debt and preferred stock) are used in a firm's capital structure. (Fitch, 1993)

Risk- is the possibility of suffering an injury or loss, it is the direct result of uncertainty; the fact that in many cases we cannot know what the future holds. (Steven & etal, 1990, p. 707)



## **CHAPTER II**

### **LITERATURE REVIEW AND PREVIOUS STUDIES**

This chapter is a review of previous literature about the study subject, including previous studies conducted locally in Palestine or internationally.

#### **Literature Review**

There is a lot of research on hotel management both locally and internationally. From 2000 to 2006, 2,697 researches on hotel operation in China which were acquired by the Chinese periodical network discuss different problems in hotel industry from different perspectives. In the aspect of theory, they include hotel management thought, operating strategy, human resources, enterprise culture, and service management marketing and so on. In the aspect of practice, they contain practical problems in every department and tasks of hotel management. They concentrated on the investigation of certain problems in the hotel and did not discuss hotel risk management. For example, Wulan analyzes the benefit and risk of investing in the hotel industry; Zhou Ailing and Xing Shuiqiang do research on risk management strategy of administrators in Star-level hotels. Yang Aiqun analyzes the factors and reasons of risk in the process of integration of China's local hotels and introduces precaution and control measures for avoiding risk in the integration of China's local hotels. (Zhu & Barreto, 2016)

#### **Risk Management**

Risk can be defined as combination of the probability of an event and its consequences. In all types of understanding, there is the potential for events and consequences that constitute opportunities for benefit and threats to success. Risk

Management is increasingly recognized as being concerned with both positive and negative aspects of risk. Therefore this standard considers risk from both perspectives. (Siedel & Haapio, 2013)

Risk Management is a central part of any organizations strategic management. It is the process whereby organizations methodically address the risks attaching to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities. (IRM, 2002)

The focus of good risk management is the identification and treatment of these risks. Its objective is to add maximum sustainable value to all the activities of organization. It increases the probability of success, and reduces both the probability of failure and the uncertainty of achieving the organizations overall objectives.

It must be integrated into the culture of the organization with an effective policy and a programme led by the most senior management. It must translate the strategy into tactical and operational objectives, assigning responsibility throughout the organization with each manager and employee responsible for the management of risk as part of their job description. It supports accountability, performance measurement and reward, thus promoting operational efficiency at all levels. (Tummala & Schoenherr, 2011, p.455)

## **Types of Risk**

There are various ways to think about risk, and one of the more comprehensive approaches is to categorize risks into four quadrants as follows: (Bizzo, 2017)

**1. Financial Risk:** Financial risk for the hotel concerns money, including capital availability, cash-flow management, investment evaluation and credit default.

Following types of financial risk;

**2. Strategic Risk:** Strategic risk arises out of volatility in the hospitality industry, market changes and challenges to brand and reputation; may include leadership, competition and owner. Types of strategic risk include; competition risk, and reputational risk.

**3. Operational Risk:** Operational risk arises out of the daily operations at the hotel and, ultimately, affects bottom line; includes the traditionally insurable risks, such as fire, natural disasters, guest and associate injuries and theft at the hotel; also include many uninsurable risks, such as guest and employee satisfaction, information security and efficiency in operating the hotel. Types of operational risk include technology risk, increasing cost risk, associates (employees) risk, and hazards risk. (Hartmann, 2011)

### **Main Types of Hazards (IRM, 2002)**

#### **1. Natural Hazards**

- Flooding
- Fire
- Earthquakes
- Tornadoes
- Hurricanes
- Winter storms

#### **2. Technical Hazards**

- Power failure/fluctuation
- HVAC failure
- Computer hardware failure
- Computer software failure
- Gas leaks
- Transportation accidents (chemical/bio- hazard spills)

- 4. Compliance Risk:** Compliance risk such as traditional contract and regulatory compliance; also focuses on accurate and timely financial reporting, adherence to company policies, and workplace health and safety.

It's Important for a risk manager to manage the hotel's risk productively. In doing so, it can make difference in hotel's bottom line, while at the same time protecting the reputation of brand. (IRM, 2002)

### 3.1. Risk Chart

<b>Impact</b>	5. <b>Very High</b>					
	4. <b>High</b>					
	3. <b>Moderate</b>					
	2. <b>Low</b>					
	1. <b>Very Low</b>					
		1. Rare	2. Unlikely	3. Moderate	4. Likely	5. Almost Certain
<b>Likelihood</b>						

Figure (1) Risk chart

(IRM, 2002)

### 3.2 Risk Table

**Table (1) Risk table**

<b>Numbers</b>	<b>Types of Risk</b>	<b>Impact / Likelihood</b>
<b>A</b>	<b>Financial Crisis</b> <ul style="list-style-type: none"> <li>• Global Economic Crisis Risk</li> </ul>	Very High / Almost Certain
<b>B</b>	<b>Strategic Risk</b> <ul style="list-style-type: none"> <li>• Competition Risk</li> <li>• Reputational Risk</li> </ul>	High / Likely
<b>C</b>	<b>Operational Risk</b> <ul style="list-style-type: none"> <li>• Technology Risk</li> <li>• Increasing Cost Risk</li> <li>• Associate (Employee) Risk</li> <li>• Hazards Risk</li> </ul>	Very High / likely
<b>D</b>	<b>Compliance Risk</b>	High / Moderate

(Tummala & Schoenherr, 2011, p.474)

#### **Risk Management Process:**

Risk Management Process consists of several stages summarized in the following:

- **Risk Management Planning:** before starting with risk management, activities in the planned baseline (range, schedule, and expenditure) should be estimated to define their possibility for risk. This estimation evaluates all activities against a combination of examining types usually in the regions of building, security, sources, space migration etc. (Tummala & Schoenherr, 2011, p.475)
- **Risk Identification:** specify risks that may affect the successful accomplishment of the project. Risks are specified throughout the project life cycle. (Manuj & Mentzer, 2008, p.144)

- Risk Assessment: rate the risks to define their probability and influence on the cost, schedule, and/or work scope of the project. This contains a qualitative and quantitative evaluation of the results or effect of the risks in addition to the risks possibility of revolving. (Costard, 2008, p.19)
- Risk Handling: identify the risk-handling procedure, if it is to estrange, divert, block, alleviate, or suppose (acknowledge the risk).
- Risk Management Impact and Control Actions – estimates the risk effect on the project and the influence of the risk handling procedures. The project's baseline will affect risk handling procedures, while remaining risks will be reflected in the project emergency. (Manuj & Mentzer, 2008, p.142)
- Risk Reporting and Tracking: Risk reporting and tracking is considered the documentation of the risk management process. Risk management is a repeated process in which the efficiency of control procedures is continually estimated, other risks are found, and present risks are reevaluated. New or reviewed control procedures are performed as needed. Managing risks process helps reduce cost effect, schedule postponements, or the influence of other case that could encumber a project's development. The repeated process keeps on until all the risks are finished or the project is accomplished. (Manuj & Mentzer, 2008, p.148)

This structure of risk management process has been effectively utilized to recognize possible risk aspects and to evaluate their probability of happening. Moreover, it is possible to determine the significance of connected effects, and suitable risk reducing procedures can be developed. (Tummala & Schoenherr, 2011, p.475)

## **Risk Management Plan**

(RMP) rule was developed to prevent incidental release materials that can cause serious harm to the people and the environment and to alleviate the intensity of releases that do occur. (Department of Premier & Cabinet, 2008)

A Risk Management Plan summarizes the planned risk management method for the project and is usually involved as a part in the Project Business Plan. For bigger or complex projects it can be preserved as a separate paper. It is depend on the formation of a Risk Register. At a least, the Risk Management Plan should include: (Hansen, Alderman & Franklyn, 1999)

- The process that will be used to identify, analyze, evaluate and address risks either initially or throughout the project life, including cost estimation.
- The process of transferring of approved risk costs to project budget.
- The process of transferring risk reduction strategies into the project Work Collapse Structure.
- The frequency of risk registers review, the review process and who will participate.
- Who will be responsible for aspects of risk management?
- How the risk status will be reported and by whom.
- Include as an appendix the primary picture of the major risks, current rating's, planned reduction strategies and costings, and who will be responsible for applying them.

**A (RMP) is developed in order to: (Inhofe, 2001)**

- Provide a valuable tool for managing and decreasing the risks recognized before and throughout the project.
- Document risk reduction strategies are being followed up in response to the identified risks and their grading in terms of probability and seriousness.
- Provide the Project Guarantor, Steering Committee/senior management with a documented framework from which risk status can be reported upon.
- Ensure communication of risk management issues to main stakeholders.
- Provide a way for searching and acting on feedback to promote the involvement of the main stakeholders.
- Identify the reduction actions needed for application of the plan and associated costings.

**Time for risk management plan development:**

Primary risks must be recognized and graded according to probability and seriousness at the first stage of the project. This primary risk assessment will compose a section of the Project Proposal or Project Business Case for the project. When the project is approved the RMP and Risk Register should be fully developed. In the case of smaller projects the Risk Register may help both purposes. Before starting to prepare a risk management plan we must recognize and understand the project, recognize and understand the project main Stakeholders, in addition to understanding of the appropriate types of risk management activities, or where to obtain them. (Department of Premier & Cabinet, 2008)



### **Range of operating risk common to the Hotel (Marriott Annual Report, 2010)**

The profitability of the hotels that may be adversely affected by a number of factors that includes

- Pricing strategies of competitors
- The availability of and demand for hotel rooms
- International, national and regional economic and geopolitical conditions
- The impact of war, actual or threatened terrorist activity and heightened travel security measures instituted in response to war, terrorist activity or threats
- The desirability of particular locations and changes in travel patterns
- The occurrence of natural disasters, such as earthquakes, tsunamis, and hurricanes
- Taxes and government regulations that influence or determine wages, prices, interest rates, construction procedures and costs
- The availability and cost of capital to allow hotel and potential hotel owners and joint venture partners to fund investments
- Regional and national development of competing properties
- Foreign currency exchange fluctuations
- Increases in wages and other labor costs, energy, healthcare, insurance, transportation and fuel and other expenses

### **Risk (incidents) that cause direct and indirect disruptions to the Hotel business (Marriott Global Source, 2010)**

- Disruption to hotel business can occur through many Direct & in-Direct means

- Whilst intentional security related incidents such as Criminal & Terrorism, many other serious disruptions are created though unintentional Accidental, Climate or Environmental incidents and disasters
- An organization may become a ‘Proximity Victim’ from an un – related External threat or incident

### **Direct Disruption Examples**

Crime/Fraud/ Terrorism

Fire

Flooding

Bomb threat

IT Failure

Power Outage

High Security Alert

Industrial Action

### **Indirect Disruption Examples**

External Financial Crisis

Pandemic Issue

Currency Fluctuation

Legislative Practices

Adverse Weather Conditions

Transport Disruptions

### **Hotels operating in Palestine**

The tourism sector is a key pillar in the Palestinian economy, because Palestine is rich in attractive tourism resources to large segments of human groups of different colors and doctrines. The sector is expected to occupy a large share of Gross Domestic Product (GDP) in case of exploitation of its resources. On the other hand, tourism statistics are paying attention a growing number of statistical devices in different countries due to the importance of providing statistical data in the development of the reality of tourism which effectively contribute to the strengthening of the national economy. (The Palestinian Central Bureau of Statistics, 2009)

The Palestinian Central Bureau of Statistics (PCBS) has been active in providing data and tourism statistics since the last quarter of 2009. In 1995. The organization dedicated its activities to monitoring the movement of hotels in the Palestinian territories through a comprehensive survey. And in recent years, the agency carried out specialized surveys related to hotel guests and visitor's tourism, and economic activity of the different branches of tourism in the Palestinian territories. (The Palestinian Central Bureau of Statistics, 2009)

The report presents the main results of the survey of hotel activity in the Palestinian Territory during 2010, covering all Hotels in the framework of the survey in a comprehensive, where in December 2010 a total of 95 hotels working, and reached The average number of rooms during the year was 929.4 rooms and the average number of beds was 543,10 beds. (The Palestinian Central Bureau of Statistics, 2009)

**In relation to the main results of 2010, it was as follows:** (M'aan, 2011)

- The number of guests in all the hotels operating in the Palestinian territories totaled 383,577 guests during the year.
- The number of guests rose by 2.82% compared with 1999, while it increased by 6.27% compared with the previous year.
- Distribution of hotel guests by region in varying proportions, where 7.45% of them stayed in hotels in the Jerusalem area, and 8.34% in South West Bank hotels.
- The total number of overnight stays in all hotels operating in the Palestinian Territory was 661,285,1 nights, In 1999, the number of overnight stays increased by 6.43% during the year 2010, and rose by 3.23% compared to Year.

- The average number of workers in working hotels was 795.1 workers, of which 534.1 males and 261 females, compared to a year in 1999, the average number of employees increased by 6.32% in 2010, raising by 4.19% compared to the year 2010.
- The occupancy rate of hotel rooms was 4.35%. Compared to 1999, the occupancy rate of rooms increased by 4% 7.5% in 2010, and increased by 9.8% compared with the year 2010.
- The occupancy rate of hotel beds was 4.33% during 2010, and compared to 1999, the occupancy rate increased the prices increased by 2.10% and increased by 8.14% compared to 2010.
- The results showed that there are 111 restaurants in hotels operating in the Palestinian Territory, with a capacity of 664.17 people The results showed that the number of meeting rooms reached 200 rooms with a capacity of 023,23 people, while the hotels had 145 positions For cars, capacity 959,2 cars, showing results that the number of swimming pools and the number of stadiums and gymnasiums in hotels The Palestinian Territory has 19 swimming pools, 16 playgrounds and a gymnasium.
- The average length of stay in hotels in the Palestinian Territory was 2.2 (night / guest) during 2010.

**Distribution of Hotels during:** (The Palestinian Central Bureau of Statistics, 2009)

The total number of hotels in the Palestinian Territory reached 112 hotels, including hotels operating and temporarily closed. The number of hotels varies of which there were 95 hotels operating in December 2010, with an average number of rooms

Hotels operating during the year 929.4 rooms, the average number of beds 543,10 beds, and distributed hotels, rooms and beds in The Palestinian Territories by region are as follows:

- Northern West Bank: 7 hotels with 164 rooms and 361 beds.
- Central West Bank: 26 hotels with 1,060 rooms and 343.2 beds.
- Jerusalem area: 29 hotels with 497.1 rooms and 263.3 beds.
- Southern West Bank: 25 hotels with 868.1 rooms and 001.4 beds.
- Gaza Strip: 8 hotels with 340 rooms and 575 beds

### **Employment During 2010**

The number of employed persons in the hotels was 1,795 of whom:

- 326 as administrative staff (260 males and 66 females), and
- 1,469 as services workers (1,274 males and 195 females).

### **Number of Guests During 2010**

During the year 2010, the total number of guests in the Palestinian hotels was 577,383 person of whom 9.6% were Palestinian guests, and 37.3% were from European Union countries.

According to the Palestinian Central Bureau of Statistics, during the fourth quarter of 2015, 118,322 guests stayed in hotels in the West Bank: 30% were from European Union countries and 8% were Palestinians. Guests' rate decreased by 22% compared to the same quarter in 2014, and decreased by 4% compared to its level in the third quarter of 2015. (The Palestinian Central Bureau of Statistics, 2009)

During the fourth quarter of 2015, the number of guest nights in the West Bank hotels was 373,621: 57% of total nights were spent in hotels in the south of the West Bank and 26% in hotels in Jerusalem. During the fourth quarter of 2015, there were 2,889 hotel workers: (2,232 males and 657 females).

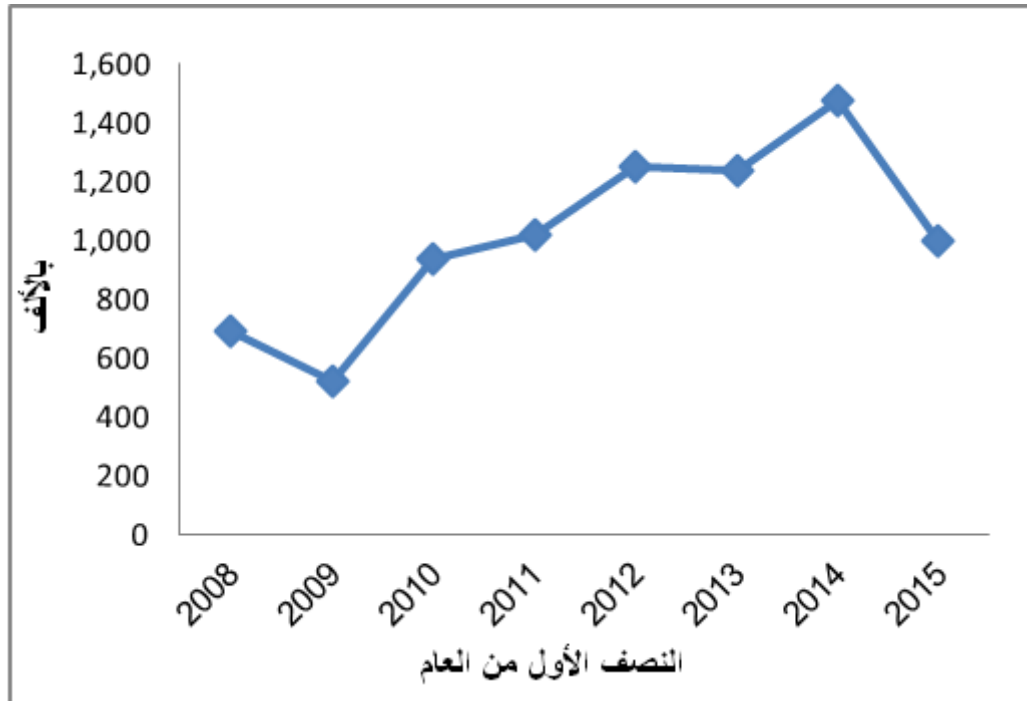
### **Hotel Room Occupancy**

The room occupancy rate in the West Bank was 22% in the fourth quarter of 2015. Room occupancy during the fourth quarter of 2015 was 9% lower than in the fourth quarter of 2014 and 3% lower than in the third quarter of 2015. (The Palestinian Central Bureau of Statistics, 2009)

### **Hotel Capacity by Region** (The Palestinian Central Bureau of Statistics, 2009)

A hundred and twelve hotels operating in the West Bank responded to the Hotel Activities Survey in December of 2015. These hotels had 6,792 rooms available with 14,995 beds. These were distributed by region as follows:

- North of West Bank: 18 hotels comprising 366 rooms with 1,053 beds.
- Middle of West Bank: 36 hotels comprising 1,599 rooms with 3,401 beds.
- Jerusalem: 21 hotels comprising 1,403 rooms with 3,034 beds.
- South of West Bank: 37 hotels comprising 3,424 rooms with 7,507 beds.



**Figure (2) Number of arrivals during the first half of the years (2008-2015).**

(The Palestinian Central Bureau of Statistics, 2009)

During the second quarter 2016, 113,517 guests stayed in hotels in the West Bank: 27% were from European Union countries and 11% were Palestinians.

The number of hotel guests was 42% higher than in the first quarter of 2016 and 21% lower than the second quarter 2015. During the second quarter 2016, the number of guest nights in the West Bank hotels reached 354,787: of which 28% were from European Union countries, 21% were Palestinians, and 22% were from the United States and Canada. (The Palestinian Central Bureau of Statistics, 2009)

**Table (2) Main Indicators for Hotel Activities**

<b>Indicator</b>	<b>2<sup>nd</sup> Quarter 2016</b>	<b>2<sup>nd</sup> Quarter 2015</b>	<b>1<sup>st</sup> Quarter 2016</b>
No. of guests	113,517	142,795	82,118
No. of guest nights	354,585	417,895	250,212
Average room occupancy	1552.7	1,718.1	1,113
Average bed occupancy	3,898.8	4,591.5	2,784.5
Rooms occupancy %	23.0	25.3	16.5

(The Palestinian Central Bureau of Statistics, 2009)

Hotel Capacity by Region A hundred and thirteen hotels operating in the West Bank responded to the Hotel Activities Survey for the second quarter of 2016. These hotels had 6,710 rooms available with 14,798 beds. These were distributed by region as follows:

- North of West Bank: 12 hotels comprising 917 rooms with 1,121 beds.
- Middle of West Bank excluding Jerusalem governorate: 36 hotels comprising 1,634 rooms with 3,353 beds.
- Jerusalem governorate: 20 hotels comprising 2,259 rooms with 2,821 beds.
- South of West Bank: 36 hotels comprising 3,382 rooms with 7,412 beds.



## **Previous studies**

Hartmann, 2011 research entitled: Crisis Management of the Hotel Industry in Finland aimed to determine potential hazards to the hotel business in Finland and give information to put a new disasters management plan or develop the current one in order to rise the inclusive safeness in hotels for their visitors. The research used a qualitative method. The main information received for the research was through an in-depth interview with a professional security officer. The research has a great importance as it considered a guide to businesses in the hotel sector in Finland, it also matters managing director of hotels, hotels employees, students of hospitality management and governmental powers. The research had reached to a result that the most of interviewed hotel managers were ready to different crises Therefore the path and knowledge of Finnish hotel managers to crisis management is optimistic.

Tostovrsnik, 2015 study about: Developing strategies to strengthen the resilience of hotels to disasters aimed to elucidate the business situation and its requirements for definite risk management norms, in order to reach to a better realization about the present capabilities and requirements of the Hotels sector in disaster flexibility. This study followed the interview method; it made 17 semi- structured interviews with hotels delegates, government, insurance firms and hotel organizations. The study reached a number of results, first the interviews showed that there was a group of drivers to back up the Hotel Resilient plan. The study also pointed that Hotel Resilient could make a competitive feature if it could work in the direction of evolving identified standards that agree with the needs of these buyers. Also, the study stated that some insurance firms decrease premiums for good risk management practices hotels, but this may be restricted to the big hotel chains. Moreover, the interviewees agreed that the Hotel

Resilient plan should think of complementing standards with actions that treat general risks to the tourism sector.

Suryadi& Lincoln (2012) conducted a study entitled: Improving hotel performance through active supply chain risk management: a preliminary model, it aimed to determine inner and outer risk elements and confirm the function of supply chain risk management in backing hotel act. This study summarizes notions and perceptions used to put a supply chain risk management. Findings of this study indicate that inner and outer risk must be appropriately administered by the hotel business and supply chain risk management can maintain hotel act. Moreover, this study has Practical results that it can be applied by academicians and professionals who wish to tact management of inner and outer risk in employ supply chains to maintain organizational act. Also, the study identifies that there are only some management and various aspects of act, including service supply chain processes, customer service, and company act.

## **CHAPTER III**

### **METHODOLOGY AND PROCEDURE OF RESEARCH**

This chapter presented and discussed the research strategies and method used, the sources of data, the instruments utilized, the sample and sampling techniques observed, the data gathering procedures employed, and the statistical tools used to treat the data gathered.

#### **3.1. Research method:**

This study used the descriptive research method in the sense that it sought to describe, evaluate and compare the business operation practices of the subject of Palestinian hotels operating in the northern west bank in terms of how these institutions assess their risk plan. The interview and the checklist were used to gather information from general manager and the departments' managers.

#### **3.2. Population**

The population contained all the Palestinian hotels operating in the northern west bank, using a consensus survey: The study will develop a model to be adopted by all hotels operating in the northern west bank.

#### **3.3. Sample**

The listing of the Palestinian hotels operating in the Northern West Bank was the researcher's take – off point in identifying the hotels operating in the Northern West Bank.

No sampling design was implemented. Palestinian hotels operating in the Northern West Bank, as earlier explained were purposively chosen. They were chosen not because they were representative of the hotels of which they belong, but because their risk plan practices could be viewed as model for their peers.

An interview and a checklist were used to gather information from the general manager and the departments' managers.

## CHAPTER IV

### Movenpick (Millennium) Hotel Continuity Plan - Business Continuity 2016

#### Business Continuity Committee:

Business Continuity team should include:

#	Position
1	General Manager
2	Financial Controller
3	Chief Engineer
4	HR manger
5	Food & Beverage Manager
6	Front Office Manager
7	Communications Manager
8	Executive Housekeeper
9	Director of Sales
10	IT Officer
11	Acting /Executive Chef
12	Chief Security

#### Contacts:

**Table (3) Important Telephone numbers**

1	Fire Department	102
2	➤ Police Station:	100
3	Tourist Police:	available at CCTV room
4	Civil Defence:	available at CCTV room
5	Hotel Doctor:	0599647647
6	➤ Ambulance :	101
7	Palestine medical complex:	02- 298 2222
8	➤ Electricity Co.: Phone-	➤ 02-296 3087
9	➤ Water supply Co: Phone	➤ 02- 296 9191,1800456456

(Ministry of Tourism, 2016)

**Hotel Information:****Address:**

City	Ramallah- Al masyoon P.O Box 1771
Country:	Palestine- West Bank
<u>Hotel Contact Details</u>	<ul style="list-style-type: none"> <li>▪ Telephone: +970229 85 888</li> <li>▪ Fax : +970 229 85 333</li> </ul>

**Technical Information:**

Hotel Area	Total built 32440SQM. –ground 9650 Sqm
Hotel Type	Hotel
Number of Electrical Transformers	3
Number of Rooms	171 rooms
Number of Elevators	8
Elevator Type(Hydraulic/Electrical)	7 Electrical + 1 hydraulic
Number of Boilers	3 hot water “Gas”  1 steam “Gas”
Outlets (Restaurants/Bars)	5 outlets plus banquet facilities  1. Al Riwaq Restaurant , 2. Allegro Restaurant , 3. Newzbar, 4. Shashalaounge, 5. Pool BBQ- summer time
Number of Swimming Pools	1 outdoor swimming pool (capacity 420m3 water)

**Water, Gas, and fuel Stock Capacity**

Diesel	Tank 1 ( storage ) – 2600 Lt  Tank 2 (Generator 2000 Lt ) – 1800 Lt  Tank 3 (Fire Pump 500Lt ) – 500Lt Lt  Tank 4 (Boilers-1000Lt total ) – 850 Lt
Gas	2 tank – 5200 liters each

Fire and hotel water tank	325 m <sup>3</sup>
Municipality water tank	105 m <sup>3</sup>
Irrigation tank	55 m <sup>3</sup>

### **Responsibilities and Alternative locations:**

For all main systems and areas, some specified persons should be responsible to implement the continuity or emergency plan as in list below:

POWER	Chief Engineer, Electrical supervisor
WATER	Chief Engineer, Mechanical supervisor
GAS	Chief Engineer, Mechanical and electrical supervisor
POOL	Mechanical Technician
PABX	IT officer
IT	IT officer
HVAC	Chief Engineer, Mechanical and electrical supervisors
FIRE	Chief Engineer + Chief of security

In case of emergency situations or disasters, An alternative locations for the most important operation areas should be specified to ensure smooth and safe operation process.

Restaurants	Pre function Area – depend on the case
Ballroom	Ballroom
Reception	One of Small meeting rooms in basement floor

### **Description:**

This document describes a minimum set of procedures to be followed by the hotel personnel in the event of a major or partial breakdown of the hotel information technology systems and in order to continue operating.

This continuity plan is a series of important information and procedures that pertains to manual operations and system recovery. This will serve as guide manual operations in the event of a system failure.

In order to avoid confusion during emergency situations, key personnel will be identified to perform this continuity plan in the event of a system failure.

In the event of a life threatening situation: Take any action necessary to remove yourself and others from the danger.

**Purpose and scope:**

This continuity plan has been developed to provide the best possible way to continue the Hotel operation during supplies failure, equipment failure, system failure with minimal or no revenue lost and easy data recovery.

The purpose of this continuity plan is to have a management-approved document that contains procedures and information to assist in running the Hotel operation and recovering from a major breakdown of the Hotel system.

When any of the following system is down, the prime responsibility of the recovery team member or the system user is to contact any of the responsible persons.

**Emergency Team**

The Emergency Team is the key Personnel of the Hotel that are responsible for the implementation of the Continuity Plan during Emergency Situations.



The Continuity Team should always be available during Emergency Situation and the team is listed above

<b>Job title</b>	<b>Office ext</b>
General Manager	701
Financial Controller	743
Chief Engineer	786
IT officer	762
HR	734
Food & Beverage Manager	768
Acting Executive Chef	776
Front Office Manager	714
Communications Manager	703
Executive HK	792
DOS	709
Chief Security	

### **Suppliers & Vendors Contacts For Application software and Hardware:**

#### **Software and hardware**

#### **System Failure or data Corruption and Backup:**

#### **Determining System Failure or Data Corruption:**

When there is database corruption or a system failure then it should be reported to the Assistant IT officer immediately.

- IT officer to check system databases to determine the details of failure or data corruption.
- If the corruption is significant then the IT officer must decide to either restore the data so inputting of data can be resuming from there on.
- The IT officer is to determine at 'what point to restore the system to'. This will impact your recovery procedures and manual processes.
- If the failure is significant and requires hardware attention or third party support, then the IT officer may decide to communicate and advise that manual processes are to occur to run operations until all aspects of the system is recovered.

### **Backup Procedures**

Backup procedures are critical and vital in the event of any disaster recovery. All hotels must adhere to MH&R standards and use Tape Backup software.

Note: All backups are done using DLT tape as the primary medium.

### **Backups And Automated Logs:**

Backups are a critical task for the protection of both company and hotel property information. System backups should be completed on a daily basis (without exception) for each server located in property. It is these backups that will assist in timely recovery of system information in the event of a major system failure.

## **Backups Guidelines – In Summary**

- Full backup will be applied in daily basis.
- Rotating 7 days media set for the daily backup.
- Two media sets for a full Weekly backup .one on site and the other off site  
“Stored in Bank of Palestine”
- Two media set for a full yearly backup one on site and the other off site “Stored  
in Bank of Palestine”

## **Data Base Backup**

At least two sets of program backups should be maintained; one on-site and one off-site. This will ensure that all the proper program files are available at any given time in case of any program file corruption.

### **4.1.1.1.Files Types:**

#### **4.1.1.1.1. Application Data Files:**

Data Files are PMS Databases, User Data files, Accounting, Payroll and other system application files. At least two sets of data backups should be maintained; Both on-site and one off-site.

#### **4.1.1.1.2. System Files:**

At least two sets of program backups should be maintained; one on-site and one off-site.

**4.1.1.1.3. Media Files (Tapes):**

All backups must be on tapes as the primary repository for backups.

**Backup test & storage:****4.1.1.2.Backup Check:**

Restore procedures should be implemented at least once every three months to ensure that the DLT Cartridges are in good working condition and that data restores work correctly.

**4.1.1.3.Master Backup Logs:**

Backup logs should be maintained as per the IT Audit Document; Section Documentation. The log must indicate the type of backup, content, sequence, frequency, backup tape name, signature of the user performing the backup.

**4.1.1.4.Off-site Storage:**

Backup tapes will be stored in Bank of Palestine. An official log needs to be maintained by the IT Officer that states Media Name, date & time the tapes have been taken offsite.

**4.1.1.5.Media storage:**

All Media will be kept in a fireproof safe. The safe must be located at least 10 meters away from the Computer room

#### 4.1.1.6. Media naming conventions:

Media should be labeled using the Day they are used followed by the Cycle Group the media belongs to (1 or 2).

**Monthly Archive:** Certain data backups require monthly snapshots and are specified in the table below.

**Anti-Virus Protection:** Virus protection on the network and workstations is a must. The MH&R standard is Symantec Antivirus Suite.

#### PC Images:

Key images that should be made but not limited to:

- Standard property pc
- All Interface PCs.
- Call Accounting PC

**Table (4): Backup Types & Frequency**

Backup of: Volume/Directory	Details	Media	Rotating Sets of Tapes	Frequency
All Servers	System State backup	Tape /Storage	<i>Two Sets</i>	Daily
File Server	Full Backup for the Shared drives	Tape /Storage	<i>Two Sets</i>	Daily
Portal Server	Full Data Base Backup	Tape	<i>Two Sets</i>	Daily
Interface PCs	All I/F pcs should be imaged	Acronis	Single Image of each IF Pc	After initial setup and/or when configuration changes to the pc occurs

Call Acct PC	Image Backup	VM Snapshot	Single Image of PC	After initial setup and/or when configuration changes to the pc occurs
Call Accounting & IP Connectivity Transaction File	Full Data Base Backup	Tape/ <i>Storage</i>	<i>Two Sets</i>	Daily
Door Lock System	Full Data Base Backup	Tape/ <i>Storage</i>	Two Sets	Daily
Dynamain PC – Data File	Full Data Base Backup	Tape/ <i>Storage</i>	Two Sets	Daily
Squirrel POS	Full Data Base Backup	Tape/ <i>Storage</i>	Two Sets	Daily
FBN System	Full Data Base Backup	Tape/ <i>Storage</i>	Two Sets	Daily
Human Resources	Full Data Base Backup	Tape/ <i>Storage</i>	Two Sets	Daily
Full System Backup	Every week	Tape/ <i>Storage</i>	Two Sets	Weekly
Full System Backup	Annually	Tape/ <i>Storage</i>	Two Sets	Yearly

(Ministry of Tourism, 2016)

#### **System Access Codes, Passwords and User ID's:**

- All installed software and systems must have a user ID and password.
- Each program must have a unique user ID and password
- A copy of user id's and passwords must be kept in the safe for reference purposes during systems downtime or emergencies. Note. This password list needs to be updated and cycled every 60 days.

#### **Reports procedure:**

As part of the hotel continuity plan, the Front Office department is responsible for printing Shift reports at the beginning of each shift. The shift reports should include:

1. Arrivals – By Alpha
2. In-House – By Alpha
3. In-House – By Room
4. Departures – By Room
5. VIP in-house
6. Balances Report – Detailed ( From Option Reports – Balances)
7. Forecast – By 14 days
8. Trace report
9. Housekeeping status report
10. Emergency Report

In the event of a test or failure of the system, these reports are to be photocopied and distributed to all concern departments as listed below. The following are a minimum report distribution recommendation.

Housekeeping	Guest in house (Room/Alpha)
	Housekeeping status
Front Desk	Arrivals report
	In house by alpha & room
	Open balance
	Departure report
	Trace report
	In house payment detail
FOM	Housekeeping status
	Open balance

In house payment detail

Reservations                      14 day forecast

Guest Service Center              In house by alpha

In house by room

Arrivals report

Guest messages

F & B Outlets                      In house by Alpha

In House by room

Accounting                      A/R Aging Report

### **Continuity Procedures:**

In case of failure in any of the following applications software's IT department and all departments should follow the plan to continue with their operation process.

### **Portal system Failure:**

#### **Possible Cause:**

##### **a. Unplanned System Downtime**

- Prolonged power outage
- Server Hardware failure
- Network Hardware (Hub, Switch, and Server NIC's) failure
- Local Area Network / Wide Area Network
- Virus Attacks
- Natural Disaster
- User's Application Error



**b. Planned Downtime**

- Software Maintenance & Upgrades
- New program installation
- System Administrations

**Affected Areas:**

- Property Management System
- All interfaces connected to PMS

**Affected Departments:**

- Front office
- Housekeeping
- Accounting
- Sales & Banquets
- F&B
- Telephone operator

**Portal Failure Action Plan:**

- In the event of PMS failure, the Information Systems Manager will assess the situation and inform the Continuity team regarding the status and the downtime of the system.
- Call Interact – Portal
- Rooms Division Manager / Front Office Manager / Night Manager will provide the Shifts Report to all Continuity team and front office personnel for manual operation.

- Continuity Team should make sure that the reports were properly distributed to the concern department and personnel.

### **Manual Procedures:**

All affected departments should do the manual procedures as follow:

#### **A- Front Desk:**

##### **Manual Check In:**

1. Front Office Personnel should refer to the arrival list report and closely coordinate with housekeeping for the availability of the room
2. A log book should maintain at front desk for check in and check out guest with the

Following details:

- Room No
  - Room Type
  - Guest Name
  - Nationality
  - Date of arrival, Flight no and time
  - Date of Departure, Flight no and time
  - No of guest
  - No of night
  - Origin of Business
  - Market Code, rate Code, Rate
  - Mode of Payment
3. The Guests should be informed that all Telephone and Auto Wake Up calls should

be coursed through the telephone operators.

4. The Guests should be informed that all Internet Connection and requirements should be done through the operator.
5. Telephone operators should maintain the logbook to enter the call details.
6. All the booking will be made manually. A logbook should be maintained to make the reservation report.
7. All bank details should be available in the reception for manual authorization of Credit cards.
8. The Front office manager is to have close contact with unsatisfied guest during the system down time.
9. Food and Beverage Outlets, Laundry and Telephone Charges in which was done manually should be brought to Front Office reception for manual posting. This manual posting should be recorded in a excel sheet or a log book.
10. Front Office personnel should assign one person that is responsible for room assignments to prevent room discrepancies or any double check in a room.
11. Front Office should update the manual in house list on a regular basis and copy Food & Beverage outlets, Housekeeping and Telephone Operator.
12. At the time of check in fail safe and programmed Master key will come to effect, which is kept in CCTV room.
13. It is the responsibility of, FOM, Chief security and Assistant IT officer to check the failsafe program & emergency key card on the regular basis to insure that the cards are in working condition.

## Manual Checkouts

Because it is important to ensure all postings to the guest folio are correct and the guest incorrectly charged Front Office should implement a procedure where guest restaurant checks are given from all F&B outlets and manually documented or attached to the correct guest folios. E.g. every 15 - 30 minutes all food and beverage outlets should bring all manually closed guest dockets to the front desk for posting.

Any posting which do not appear in the last folio print outs needs to be manually added and charged appropriately.

Guests paying by credit card can be late charged at a later stage. However at the time of manual checkout the guest must sign off on his existing folio charges. Guests be made aware that any unaccounted bills will be added and charged to their account at a later stage if applicable.

The Front Office Reception should politely inform Guests that there has been a computer system failure and that there may be some delays in the processing of their bills/accounts:

1. The previous day guest balance indicated in the Guest Detail Balance report will provide an outstanding balance based on the last Night Audit run. All other bills also such as telephone, laundry and etc. must be calculated manually and added to also such as telephone, laundry and etc. must be calculated manually and added to the Guests manual charges.
2. No new information should be input into the system until all data created during downtime has been input and checked.

3. A new in house guest list should be printed and compared to the in house list used during downtime to ensure that all departures have been checked out and all arrivals have been checked in.
4. The Front Office Personnel must indicate on the manually processed folio the type of settlement e.g. Cash, Credit Card and Credit Card type. This is important when the shift and guest charges.
5. Guest Registration Cards of all checkout and newly checked in guests are kept in a folder until the computer system is up and running. Once the system is restored then these Guest Registration Cards and associated information can be updated into the system.
6. Housekeeping must be informed of all guests that have checked out and checked in during the emergency period to ensure rooms are appropriately allocated, cleaned and serviced.
7. It is very important to ensure all manual transactions are entered into the systems balanced as soon as possible. Examples of these include:
  - Reception – Check-in, Check out and Room assignment
  - Housekeeping – Room status
  - Reservations – New, Modifications & Cancellations
  - Cashiering – All postings from all outlets and front desk
  - Outlets – All checks posted into POS
  - Auditing – Collate all manual dockets & balance to the live system

If there are discrepancies between what has been posted in the system and what has been manually processed then it must be reviewed again by the Front Office Manager. If charges cannot be resolved then a decision needs to be made as to whether:

- Late Charge is applied
- Or charges can be written off. This would depend on if the amounts in question are substantial or not.

**After System restore Front desk should do:**

1. No new information should be input into the system until all data created during downtime has been input and checked.
2. The Front Desk should immediately complete checkout of all registration cards in the “new departures bucket”. Settlements do not need to post until the in house list is accurate.
3. The Front Desk should then check in all registration cards from the “New Arrival” bucket.
4. A new in house guest list should be printed and compared to the in house list used during downtime to ensure that all departures have been checked out and all arrivals have been checked in.
5. Front Desk can now begin inputting new Arrivals and departures.
6. A departures checked out earlier should have settlement posted.
7. Print a checkout with balance report to ensure all departures have been settled.
8. Enter all downtime check-ins into Portal

**B- Accounting Department:**

1. The Credit supervisor should ensure the any Guests charges sent to city ledger during the down time are properly documented to prevent any loss of revenue.
2. Accounting personnel should closely monitor all manual transactions and make

sure that it is being documented properly for auditing purposes and all transactions are being charge to avoid loss of revenue.

**C- Housekeeping Department:**

1. As mentioned in procedure no. 1 of Front Office, constant communication between FO and housekeeping is necessary for any room status issues.
2. The housekeeping departments should have the following reports:
  - Housekeeping room status
  - Out of order rooms
  - Vacant clean room reports
  - Occupied room report
  - VIP in-house
  - Arrivals report
3. Document the room status on room control sheet, cross check housekeeping current status with front desk status, check the expected arrivals report to verify the status of blocked rooms.
4. Housekeeping department should always check with Front Desk personnel the following information:
  - Room status report on the basis of check in and check out
  - Room requirements based on the reservations made during downtime
5. Housekeeping personnel should notify front office personnel of rooms that are cleaned and ready for check in.
6. Once the system is restored the Housekeeping department would then update the

computer system accordingly.

**D- Information Technology:**

1. Ensure that PMS system will restart normally and that all core network connections can reconnect (e.g. Front Office, PBX, Reservations, POS, Accounting etc...).
2. Ensure that interface communications are restored.
3. Rebuild all necessary database indexes and ensure database integrity.
4. Meet with Continuity Team to discuss recovery process, set action items, assign recovery responsibilities and estimate recovery duration.
5. Notify users regarding recovery process and estimated time.
6. End of manual operations and System restoration procedure

All other Departments Accounting, Sales, Banqueting should start inputting all manual data collected during downtime.

**Local Area Network Failure:**

**Possible cause:**

- Loss of power
- File Server Hardware failure
- Application Failure
- Network Hardware (Hub, Switch, and Router) failure



**Affected Areas:**

- Front office application
- Sales & Catering application
- Food & Beverage/Retails POS
- Call accounting, key system s, voice mail, and In-room entertainment
- Back office, office automation
- Email and office applications
- General Network communications

**Affected Departments: All Departments.****Actions to be taken:****IT Department;**

- IT officer will assess the system failure, estimated downtime and applications/interfaces affected. He will act as continuity team leader and escalate necessary information to the continuity team members.
- IT officer will open channel of communication with IT area manager and divisional support teams. He will also report the severity of the system failure and give regular updates.
- Make contact with appropriate vendors and service support organizations.

**System Restore Procedures:**

- Ensure that Domain Server will restart normally and that all core network connections can reconnect (Portal, Squirrel and Sky systems, Dynamain).

- Ensure that interface communications are restored.
- Rebuild all necessary database indexes and ensure database integrity.
- Continuity team to discuss recovery process and set action plans.
- Notify users regarding recovery process and estimated time of recovery.
- Maintain manual procedures until all inform action processed during the downtime have been entered into the system.
- Assemble enough assistance from Front Office and Accounting to enter the data into PMS system as quickly as possible. Assign a front office supervisor to coordinate the effort.

#### **POS System Breakdown (Squirrel):**

##### **Possible cause:**

- Loss of Power.
- POS File Server or Station Hardware failure
- Network Hardware (Hub, Switch, and Server NICs) failure.
- LAN / WAN failure

##### **Affected areas:**

POS Application failure will affect departments using the application as well as these system connected via interfaces.

##### **Department affected;**

- Front Office
- Food & Beverage

- Accounting

**Actions to be taken:**

**A- IT Department:**

- IT officer will assess the system outage and report on estimated downtime duration and applications/interfaces affected, IT officer will report escalation level to continuity team members.
- Call vender and log the problem immediately.
- IT officer will open channel of communication with Area Manager of IT and Divisional support teams and reports downtime severity and regularly update recovery process.
- IT officer will make contact with appropriate vendors and service support organizations.
- Rebuild all necessary database indexes and ensure database integrity.
- Meet with Continuity Team to discuss recovery process, set action items, assign recovery responsibilities and estimate recovery duration.
- Notify users regarding recovery process and estimated time for recovery.

**B- Front Office Department:**

The following reports are to be printed and given to all food & beverage outlet cashiers, room service and to laundry by the director of rooms operation/front office manager/duty manager.

- In House guest list – Sorted by name

- In House guest list by room number
- Expected departure list for the day
- Room change notification (if any)
- New arrivals
- Expected arrival
- The front office manager/duty manager should ensure that the checks are posted to the folios to avoid any loss of revenue.

**C- F&B Department:**

- The following things should be available all the time in each outlet.
  - Reports of items with price.
  - Manual checks Manual credit card machine.
- All the outlets should have complete report of items with price, checks and manual credit cards machine. The F&B cashiers will carry outlet with the following transactions manually.
- A logbook with date, shift and cashier name and with the following columns should be maintained.
  - heck no
  - Item
  - Food
  - Beverage
  - Service Charge

- Government Levy
  - Cigar
  - Total
  - Room
  - Cash
  - City Ledger
  - Complimentary / Entertainment
- Outlet manager has to ensure that all the manual forms as mentioned above are available in proper place and all staff should aware of this.
  - Any checks signed by the room guest should be entered in the above summary and sent to the front office cashier immediately for posting to their respective folios.
  - At the end of the shift the F&B cashier should total all the columns in the “restaurant cashier’s summary” and cross-balance the report. (The total of food, beverage, service charge, government levy, tips and cigar should be equal to the total of charge and cash column).

**D- Accounting Department:**

- The night auditor should review the charges that are posted at the front office are balance with the manual summary and the micros reading.
- The credit manager should ensure that any folio sent to city ledger during the down period is properly documented thus not losing any revenue.
- Ensure manual credit card imprinters, vouchers and Authorization phone no are at each credit card acceptance.

**System Restore Procedures:**

- Ensure that POS system and all its Modules have started normally and all connections can reconnect.
- System Manager/Assistant will ensure about any corruption of data, if there is any data corruption then he will restore the data from latest backup and will inform the outlets to post the Transaction manually.
- All the transaction hold during down time will be post in micros accordingly.
- Cashier should cross check with the manual report to ensure the correct posting.
- Night auditor should balance with total sales.

**Telephone System Failure:****Possible Cause:**

- Loss of Power
- Call Accounting Hardware failure
- Network Hardware (Hub, Switch, Server NICs) failure
- LAN/WAN failure

**Affected Areas:**

- Failure of the Hotel's Call Accounting System will result in the loss of management and control of call accounting as well as reporting revenues.

**Affected Department:**

- Front office

- Finance

#### **Actions to be taken:**

##### **A- IT Department:**

- IT officer will assess the system failure, estimated downtime and applications/interfaces affected
- If they failed then IT officer will start restore the backup image to another PC and restore the last backup.

##### **B- Front Office Department:**

- Front office team should ask for telephone calls log from IT department upon guest checkout.
- Front office team will calculate the phone calls cost manually.

#### **Dynamin System Failure:**

This system is for engineering maintenance request.

#### **Possible Cause:**

- Loss of power
- Hardware failure
- Network Hardware (Hub, Switch, Server NICs) failure
- LAN/WAN failure

**Affected Department:**

- All Departments

**Actions to be taken:****A- IT Department:**

- IT officer will assess the system outage and report on estimated downtime duration and applications/interfaces affected. Act as Continuity team leader and report escalation level to Continuity team members.
- Call Dynamin support for assistance.
- Check all systems and hardware for any problem

**B- All Departments:**

- Do the manual requisition until the system has been restored

**Bayan system Failure:**

This system is for HR , Payroll and Time & Attendance.

**Possible Cause:**

- Loss of power
- Hardware failure
- Network Hardware (Switch, Server NICs) failure
- LAN/WAN failure



**Affected Areas:**

- Time & Attendance, Accounting System, Payroll System

**Affected Department:**

- Accounting & Human Resources Departments

**Actions to be taken:****A- IT Department:**

- IT officer will assess the system outage and report on estimated downtime report escalation level to Continuity team members.
- Call Sky soft company support for assistance.
- Check all systems and hardware for any problem

**B- Human Resources Department:**

- Do the manual process of time and attendance until the system has been restored.

**Ving Card Door Locking Systems Failure:**

In the event of a system failure the following should be activated:

**Procedure Notes:**

- Failsafe keys and program keys should be created and placed in a secure location in Front Office or CCTV room.
- Failsafe keys should be periodically tested to ensure that they are working fine.

- Failsafe keys should be replaced or reprogrammed at least once every year

## **TESTING THE CONTINUITY PLAN**

### **Severity:**

It will be the responsibility of the IT officer to implement and do regular test of this continuity plan. However, it will be the responsibility of all Head of Department affected by any computer downtime to follow up and test their individual sections of the plan.

### **Frequency:**

The testing of the continuity plan should be done on completion of the document. This should then initiate a revision of the plan, which should be tested within three months of the completion, after that the plan should be tested on an annual basis. This plan also should be tested individually, on a quarterly basis. Any significant changes to the plan must be documented

### **Emergency Plans and Procedures:**

#### **Guest Elevator Failure:**

#### **Policy:**

Beside emergency, there are instances, when a hotel guest has to use the emergency staircases (guest is afraid of elevators or simply wants to walk up or down to/from his room).

In case the guest elevators are not available for whatever reason, the guests have to be able to use the service elevators instead. This policy and procedure has been established to facilitate the circulation for hotel guests, when using of the back of house facilities.

## **Procedure:**

### General

- The guests are allowed to use the emergency staircases also outside of emergencies to go from the Lobby level to their rooms or vice versa.
- The guests are, however, not encouraged to use the employees elevators during regular operation, when guest elevators are available.
- Since there is the possibility of guests accessing the back-of-house areas, Executive Housekeeper, Front Office Manager and Chief Engineer are responsible to ensure that the service pantries on the floors as well as the staff elevators always well cleaned and in proper working condition.
- The Security Officer is responsible to check all emergency staircases on daily basis, coordinating any cleanliness and maintenance issues directly with the Executive Housekeeper and the Chief Engineer respectively. At the same time, he has to ensure that the emergency routes, service lift landings, etc. are free of any obstacles.

### Emergencies

In case of emergency or failure of the guest elevators, the following steps have to be taken:

- Room Division Manager to prepare an information letter and have to be distributed by the bellmen immediately to the guest rooms, in order to inform our guest about the possibility to use the service elevators instead.
- Executive House keeper has to ensure that his employees are available on all guest floors to help the guests with the directions.
- The Executive Housekeeper has to re-check all staff elevator landings/pantries and ensure that the areas are clean, tidy and free of any obstacles.
- All employees may only use the elevators to transport heavy loads or to go to the guest room floors but not just one floor up or down, in order to ensure maximum availability for guest use.

In Both general and emergency situations, signage system should be in place as follows:

- Staircases
  - The floor numbers are displayed in black on each level. Emergency lighting is available in all staircases.
  - On the lobby level, a special direction signs are being arranged, which do not conflict with the procedures in case of emergency. (The emergency route signs are available at Duty Engineer's office.)
- Elevators
  - There should be signed "Service Elevators" on the doors leading from the guest room corridors to the staff elevator landings/pantries
  - A directory sign, indicating the rooms on each floor as well as facilities on the lobby level and ground floor accordingly. The Lobby level is printed larger,

ensuring that the guests are finding the ways out of the back-of-house area easily. ( Signs are available at Duty Engineer's office)

- Lobby Level Back-of-house Corridors
- Signs with large arrows and “hotel Lobby” are placed in all strategic locations, giving the guests proper directions accordingly. (Signs are available at Duty Engineer's office)

### **Flood Emergency Plan:**

#### **Policy:**

The goal of the flood emergency plan is to maintain order and provide useful information in the event of an emergency. Additionally, it is intended to provide a safe and secure environment during an emergency and assist in returning to normalcy after an emergency.

#### **Procedure:**

If there is enough warning time, Executive Housekeeper, Chief Engineer, the Food and Beverage Manager, and the Security Manager; according to their area of responsibility must move the property contents above the flood protection level, to the second floor, or to another safe place outside of the flood prone area? Moving these items out would protect them from flood damage, and also make cleaning up after the flood easier.

- Hotel Telephone Operator must contact the Fire Brigade immediately.
- Chief Engineer must eliminate the source of the flood if it is possible.

- FOOD ITEMS (If freezer/refrigerator is turned off all food items in them will have to be removed to another location or discarded. Canned/Bagged food items will have to be moved to a flood safe location by Executive Chef).
- Assistant Chief Engineer must cut off the electrical power to the entire flood area, and other building utilities ( gas, fuel, ...etc)
- Assistant Chief Engineer must use the portable water pumps to remove floodwaters from buildings during and after a flood.
- Chief Engineer and Safety Officer Must prepare to evacuate and follow the instructions of the Fire brigade and the General Manager. According to the Emergency Evacuation procedures.
- Return to the flooded area only after the Fire brigade or the Chief Engineer announces the flooded area is secure.
- Financial controllers contact the hotel insurance company and keep photos as records ready for any insurance claim.

### **Fire Alarm System Failure:**

#### **Policy:**

A Fire Manual Watch is a physical inspection conducted when a building's fire alarm or sprinkler is not operational, in order to provide fire and smoke detection and emergency warning at the first sign of smoke/fire.

During a Fire Watch, inspectors actively look for evidence of smoke and fire, and if smoke or fire is found, the hotel operator must be contacted immediately, hotel operator must act accordingly.

Manual fire watch procedure must be implemented immediately after the Chief Engineer verified that a Fire Watch is needed.

**Procedure:**

**General**

- Chief Engineer, Chief Security, and Executive Housekeeper must assign one employee as fire watch inspector in each shift.
- Safety Officer must prepare Fire Watch Log sheet and check list for each inspector according to his area of responsibility, and ensure that all inspectors read and understand the “Fire Watch Inspector Checklist.”
- Room Division, and Safety Officer must post Fire Watch notices in the lobby, in elevators, on bathroom doors, on bulletin boards, etc. the three inspectors must ensure that Fire Watch notices remain adequately posted as conducting their inspections. (Available at Duty Engineer’s office)
- Inspections are continuous with a max. 15-minute break.
- Fire Watch inspectors to conduct patrols as indicated below.

**A- Security**

All following areas must be checked every 20 minutes:

- The garbage room.
- Food & beverage stores + general stores.
- All floor closets and operation areas.
- Executive office , computer room

- Ballroom and all meeting rooms.
- All restaurants/Bars and kitchens.
- Business center.
- Shops in mezzanine floor
- To make sure that all exits stairs clear of any obstacles.
- Staff kitchen
- The laundry area

#### **B- Engineering**

All the following areas must be checked every 20 minutes:

- The boiler room and work shop.
- The gas tanks area.
- Engineering stores.
- Carpentry work shop in the parking area.
- Electrical rooms and panels
- Engineering corridors, transformer/ generator rooms
- The gas pipes to be checked
- Roof and chillers areas
- Steam boiler room
- The plant room at swimming pool area

#### **C- House Keeping**

All the following areas must be checked every 20 minutes:



- To check the HK stores and service areas every 15 minutes
- To make sure that no HK trolleys at the exits floor.
- Continuously patrolling the guest floors corridor
- To be sure that the HK stores to be tidy.
- Linen room

### **Standby Generator Failure:**

#### **Policy:**

The goal of the Generator failure emergency plan is to maintain order and to minimize Guest inconvenience and this will help the hotel to continue the operation with minimum interruption.

#### **Procedure:**

- Engineering supervisor should inform Chief Engineer/ Assistant Chief Engineer immediately.
- Assistant Chief Engineer inform Generator agent & call them immediately
- Chief Engineer must coordinate with Front Office Manager, Director of F&B, and Executive Housekeeper to reduce non-essentials loads lights, air-con plant, electric equipment and provide power to essential areas with one generator.
- Assistant Chief Engineer calls Generator supplier and arranges for a temporary generator on site immediately.

- Chief Engineer/ Assistant Chief Engineer call power supply authority and get the information about the power restore time and inform Front Office Manager, Executive Housekeeper to inform all the guest about 100% power restore time.

### **Water System Failure:**

#### **Policy:**

The goal of the water failure emergency plan is to maintain normal operation & minimize the guest inconvenience order and provide useful information in the event of an emergency. This provides useful information in an event.

#### **Procedure:**

- Engineering supervisor must inform Chief Engineer / Assistant Chief Engineer, the water supply authority.
- Assistant Chief Engineer must call water suppliers and arrange water supplier come in to the property.
- Engineering team must try to provide water by using the deep wells until the city water supply become normal.
- Chief Engineer in forms Executive Housekeeper, Director of F&B, Front Office Manager to provide bottle water to the guest and outlets.
- If no water supply, Front Office Manager and Executive Housekeeper must speak to the guest who are waiting for check out on that day and arrange alternative place (close by hotel).
- Assistant Chief Engineer should inform Purchasing Manager and Financial Controller to order bottle water if needed.

- Chief Engineer should arrange water barrels for the kitchen.
- Front Office Manager and Executive Housekeeper inform Financial Controller for any guest claims.

### **Cold & Freezer Room Failure:**

#### **Policy:**

Cold room failure is not a critical issue as effective cold room or freezer room food items can be transferred to another but if the stores are not large enough this policy will help to minimize the loss.

#### **Procedure:**

##### General

- Director F&B, Executive Chef must inform Chief Engineer.
- Engineering Team Must fix the affective equipment immediately.
- Chief Engineer informs Chef to moves all the food items to another cold room/freezer room if possible.
- Assistant Chief Engineer informs outside cold room/freezer room truck supplier to bring cool room or freezer room truck to the buck car park if necessary.
- Executive Chef, Chief Engineer informs Financial Controller if any spoiled or waste for insurance claims.

**Gas system Failure:****Policy:**

The goal of the Bulk gas failure emergency plan is to maintain order and provide useful information in the event of an emergency. It will help smooth hotel operation during an emergency.

**Procedure:**

- Engineering supervisor must inform Chief Engineer / Assistant Chief Engineer.
- Assistant Chief Engineer calls gas supplier and arrange for bottle gas if needed.
- If gas is not available with the hotel's supplier portable gas cylinders, Assistant Chief Engineer arranges to Purchasing from the second supplier
- Chief Engineer informs Executive Chef and arranges electric cookers for kitchen areas.
- Director F & B and Human Resource Manager arrange staff food from outside to minimize the guest use.

Bulk gas supplier: - Pal Gaz (Company)- 1800242424

**A/C system Failure:****Policy**

The goal of the Air-conditioning failure emergency plan is to maintain order and provide useful information in the event of an emergency. Additionally, it is intended to provide comfortable and peaceful environment during an emergency.

**Procedure:**

- Engineering supervisor must inform Chief Engineer / Assistant Chief Engineer.
- Assistant Chief Engineer must inform Air-conditioning plant agent–Petra Co.
- Chief Engineer Talk with Front Office Manager, Director of F& B, Executive Housekeeper and switch off non-essential areas.
- Director of F & B, Front Office Manager speak to Guest and arrange alternative areas if possible.

**Sewage system Blocked:****Policy:**

Sewage emergency plan is to provide useful information in the event of sewage blocked and to provide peaceful environment during an emergency.

**Procedure:**

- Engineering supervisor must inform Chief Engineer/ Assistant Chief Engineer immediately.
- Assistant Chief Engineer informs sewage Municipality in case the street pipes were blocked.
- Security Manager makes sure all the Vehicles Park near the sewage pit should be taken out and keeps access for the sewage contractor to come in.
- Human Resource Manager to inform all staff members to minimize the staff lockers usage etc.

- Assistant Chief Engineer calls government authority to get the information and keep sewage cleaning contractor on site until system get cleared.
- Ex Chef inform kitchen staff to minimize the water usage

### **Boiler system Failure:**

#### **Policy:**

The goal of the Boiler failure emergency plan is to maintain order and provide useful information in the event of an emergency. Additionally, it is intended to provide Guest service as normal.

#### **Procedure:**

- Engineering Supervisor must inform Director of Engineering.
- Chief Engineer to fix the hot water boiler A.S.A.P, try to manage with one boiler for all areas by cutting off non urgent areas with the help of Executive Housekeeper
- Chief Engineer calls Executive Housekeeper, Front Office Manager, and Director of F & B to inform about the situation.
- Front Office Manager & Exe Housekeeper inform guest about the hot water restore time
- Assistant chief engineer to arrange for installing electrical boiler for kitchen if needed after arranging with purchasing department to supply the needed materials.
- If the failure is with the steam boiler, Chief Engineer must inform Front Office Manager, Executive Housekeeper so that they can arrange an alternative Laundry facility (urgent ones sent to another Hotel).

- Front Office Manager and Executive housekeeper to send urgent laundry to another hotel/laundry
- Non-urgent laundry Guest to be informed about a delayed delivery.

## CHAPTER V

### RISK PLAN

#### Status of Strategy Plan

**Basic information about the strategy is contained in the table**

Strategy effective from this date	Jan 2018
Strategy Covers this period	Jan 2018 to Jan 2013
Strategy approved by	General Manager / Cluster GM
Strategy to be adopted by the Hotel	Jan 2018
Person Accountable for this strategy	Human Resources Manager
1 <sup>st</sup> Person to contact about this strategy	Human Resources Manager
Stakeholders to consult with (minimum)	GM, Executive Directors, Managers, Staff
Performance will be reported through	Management Plan
This strategy must be reviewed at least	Annually

This Plan is an integral support document for the organization and guide for the Hotel and policy making in the area of risk management.

UPDATE:	**/**/**		CODE:	01.03.0009
VALID FOR:	All hotel operations			
DISTRIBUTION:	Regional Mgr, General Manager,			
SUBJECT:	<b>Human Resources Strategy – Hotel's Contribution to the Company</b>			



## **POLICY**

To reach the Mövenpick Hotels & Resorts overall strategic company targets it is important that the functional objectives of the company are also implemented and supported on hotel level – as an active contribution towards the company strategy. Therefore, the overall strategic Human Resources objectives have to be implemented and adhered to on an individual hotel level.

Once a year, usually in December, the expected contribution in form of strategic objectives are published and communicated from the corporate office to the hotels. Appropriate measures have to be taken accordingly to start implementation as per time schedule.

The SVP Area and the General Manager of each hotel are responsible for implementation of the required tasks. Monitoring will be executed by the General Manager over the department heads in charge.

The controlling and coaching function for implementation will be exercised through the regular HR visits as well as the internal Quality Assurance Audits (section Human Resources and Training).

## **PROCEDURE**

1. The General Manager makes sure relevant information gets straight to the HR responsible of the hotel and/or other concerned department heads.
2. The General Manager discusses and initiates appropriate action planning, where necessary, to be able to start implementation process as of January onwards.

3. The HR responsible establishes an action plan (in co-ordination with the General Manager) together with the other departments to be involved to ensure that HR targets are met.

For HR processes where application/implementation has to be delegated to the department heads, the HR Manager is responsible for monitoring the process and to report regularly to the General Manager about the actual status (at least quarterly).

## **SCOPE OF THIS STRATEGY**

The scope of this strategy is an excerpt of the overall Mövenpick Hotels & Resorts Human Resources Strategy that applies to the hotels. The time line is one calendar year and will be amended and communicated accordingly, on a yearly basis. To support the overall company goal, it is mandatory that individual hotels are substantially contributing to those objectives.

## **CURRENT SITUATION**

The current situation points out that still not in all hotels the fundamental processes within HR are implemented and systematically applied, namely:

- Guidelines for Management & Leadership
- Yearly Performance Appraisals
- Systematic Induction for employees joining

This is disturbing the proper development of target oriented business processes and therefore leadership. Those processes (correctly implemented and followed-up) are motivation drivers and as well the base for proper career development planning.

Employees joining or employees being promoted into a new position and not being well inducted, will not be able to perform as they should right from the beginning, will not be motivated for the new job and basics in terms of quality assurance and service are going to missing.

Furthermore, up to now, there was no education and training program available for General Managers. In many cases, this results in a conflict of interest and understanding, as lower levels that have followed MH&R managerial education programs often have a differentiated approach to managerial problems and instruments. "Unité de doctrine" is too often missing.

The above scenario does not apply to all hotels alike. Therefore, the efforts and actions requested to reach the common goals will be different from hotel to hotel.

**Table (5) SWOT Analysis HR overall**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ Strong HR infrastructure in some hotels</li> <li>▪ Developed processes and tools available within OSM</li> <li>▪ For most processes, appropriate education &amp; training program in place</li> <li>▪ Individual coaching function for hotels through corporate HR and Training available</li> <li>▪ Good, willing and long serviced employees at all levels, good potentials</li> <li>▪ Potential of process implementation is available (corporate and hotel level)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Missing HR infrastructure in many hotels</li> <li>▪ Lack of discipline in implementation</li> <li>▪ Communication &amp; concentration not at all times focus to the essential</li> <li>▪ Weak base for judgement for individuals for managerial effectiveness (appraisal and MbO)</li> <li>▪ Sensitivity and commitment for the topic management development (do what you preach).</li> <li>▪ Guidelines for Leadership are not always communicated and applied as per policy.</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Increase effectiveness and target driven leadership within the hotel operations</li> <li>▪ Concentration on result driven management and processes</li> <li>▪ Increase motivation of staff</li> <li>▪ Much better database and more objective judgement for candidates proposed for a career development process.</li> <li>▪ Increased understanding and eased communication through common technical language and processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ “Other” priorities within HR at hotel level, missing support from (new) GMs</li> <li>▪ Promotion of wrong potentials as judgement is not based on results / facts considering past period</li> <li>▪ Induction: drop in quality and service results due to lack of knowledge, long familiarisation processes</li> <li>▪ Outdated and old-fashioned managerial practices and leadership due to lack of up-dated know-how.</li> <li>▪ Wasting of resources (money and human) due to lack of objective driven and result oriented processes</li> </ul>

Designed by the researcher.

### Conclusion of SWOT

The strengths and opportunities are still overweighing the weaknesses and threats. There is a strong believe that the potential to do things right is basically available overall. The follow through is not in all hotels at the same level and therefore opportunities are missed. By implementing the below, we will overcome our deficiencies at many levels.

The implementation of the strategic items at hotel level will set the base for our planned “Management Development” and consequently sets the base for succession planning and development of potential candidates.

## **STRATEGIC CHALLENGES & TARGETS FOR MANAGEMENT**

The strategic challenges will be the proper implementation as well as the regular and systematic application of the Leadership Guidelines and the Yearly Performance Appraisal on all managerial and supervisory levels within the hotels.

Both processes and tools are mandatory items for management development and to ensure steering the resources into the right direction.

### **Guidelines for Management & Leadership**

Those guidelines build the framework of our corporate culture – the way we deal with each other. They are intended to:

### **ENCOURAGE IDENTIFICATION WITH THE COMPANY**

- Further the career development of the employee and at the same time help the company to reach its objectives
- Ensure that well-ordered, fair and open relations exist at all levels
- Encourage every employee to show individual initiative
- Serve employees, managers and executives as a guideline for their attitudes and behaviour.

Every Mövenpick Hotels & Resorts employee exercising a management function at any level will be judged on the basis of these guidelines. At the same time every employee also has the right to apply these guidelines as a yardstick in judging the performance of his superior.

In order to relaunch the topic of the leadership principles of Mövenpick Hotels & Resorts we want again make sure all management staff within hotels are aware of and very familiar with those guideline.

Target:

All managerial is familiar with the Guidelines for Management & Leadership without any exception.

Measures:

- All managerial staff (GM, department heads, and supervisors) does have appropriate and well defined instructions to get familiar with those guidelines.
- HR makes sure, all relevant managerial staff is getting a copy of those guidelines and presents those in the current of the first half of \*\*\*\*.
- The GM or/and the HR Manager are making sure all involved are properly instructed and implementation/awareness takes place (monitoring responsibility GM).

**Yearly Performance Appraisal** (and MBO for management staff)

To judge the managerial and behavioural skills of an individual as well as the highlighting of his strengths the Yearly Performance Appraisal is the essential tool for reference. We thereby not only judge and evaluate the individual's personal managerial behaviour and skills but more specifically and importantly the performance and delivery for results of the appraised person.

Target:

For all managerial staff (GM, department heads, assistant department heads and potentials for a management development program) a performance appraisal according to the official form as per OSM is done until latest February as per policy, including the setting of relevant and individual objectives.

Measures:

GM initiates and conducts (direct reports) yearly appraisals as per policy and highlights especially the "strengths" part of the Performance Appraisal Form for management

All managerial staff (GM, department heads, and supervisors) does have appropriate and well defined targets as per MBO process in writing until latest January, structured with overall targets (financial- and quality target overall hotel – if possible specified on departmental target where and if appropriate; individual targets).

- HR Manager makes sure all concerned staff is properly informed and disposes of the latest forms as per OSM for managerial staff & supervisors.
- HR Manager monitors the process, coaches where necessary and appropriate and makes sure a copy of the appraisal form is filed in the personnel dossier.
- Where needed and appropriate, individuals are sent to appropriate corporate training to learn the philosophy and skills for appraisals.

## **Induction Program Employees**

The period of induction is crucial in many aspects for both, employee and employer. A neglected or unprofessional induction results in insecurity, de-motivation, average performance and therefore loss in resources.

### Target:

All employees joining the company will go from day one through the MIP program as per OSM. Managerial staff gets an additional written Induction Program securing fast transfer of knowhow and therefore efficiency and productivity.

### Measures:

- HR Manager makes sure MIP (Mövenpick Induction Program) is implemented for all staff joining as per company policy.
- For managerial staff GM in co-ordination with HR Manager makes sure that department heads joining (or promotion) do get additionally a written induction program covering the most important items (recommendation: refer to the Handover Checklist for General Manager, section “Interview with department head XYZ).
- Each General Manager joining (or promotion) shall directly contact corporate head office’s HR department for scheduling the standardized Induction Program for Executives at Head Office; whenever possible prior to starting work at the hotel.



## **ADDITIONAL TARGETS FOR HR**

### **Familiarization HR updates OSM and Intranet**

The Human Resources section of the Operational Standards Manual as well as relevant files and information on the Intranet show new items. It is therefore most important that all HR Managers and GMs (partly) get familiarized with the up-dated section, in particular the new concept for management development and related tools.

#### Target:

All HR Managers and concerned staff are getting familiarized with the HR section of the OSM and the Intranet until latest March.

#### Measures:

- As soon as the new OSM is installed, the HR Manager familiarizes himself with all the section, in particular those items mentioned above for the strategic implementation, the same familiarization shall happen for the items published on the intranet.
- HR Manager informs his colleagues within the hotel accordingly about major changes and tools available.
- All General Managers and HR Managers are familiar with the “Guidelines for Management and Leadership”.

If HR Manager has questions and needs help for interpretation, he/she contacts corporate Human Resources at Head Office for assistance and help.

## **Management Development & Succession Planning**

In \*\*\*\* we launched our program for Management Development & Succession Planning. The concept has been approved by the management and first presentations and workshops together with General Managers in all regions have been performed. In \*\*\*\* additional workshops for GMs regarding Coaching of Talents have been executed.

During \*\*\*\* additional workshops shall be held within the regions to inform, instruct and train also human resources staff and specific HODs to prepare and train them for their role to contribute according to the new system as best as possible.

### Target:

All related Management and Human Resources staff is familiar with the new Management Development & Succession Planning Program and knows the company expectations regarding the contribution of the hotel towards the company.

### Measures:

- Corporate Human Resources will organize additional workshops for “Coaching of Talents” to be held in \*\*\*\*.
- Hotels are to delegate defined Department Heads to those workshops.
- General Manager to inform and instruct within his hotel according to the instructions coming from the corporate or regional Human Resources Department in spring.

### **Web-based HR tools / Scope and Impact**

The following web-based tools within the HR area are available and/or to be implemented in the current of 2006:

- Jobs on-line (hotel-career.com)
- ExecuTrack (training administration and management development)
- Candidate Management (HORESO)

#### Target:

All related Human Resources and Training staff is familiar with the new web-based tool ExecuTrack, Jobs on-line and Candidate Management (HORESO).

#### Measures:

- A. Corporate Human Resources will organise a Follow-up workshop for ET-web / ExecuTrack; and a workshop for HORESO – Candidate Management, to be held within the regions and during \*\*\*\*.
- B. Hotels are to delegate at least one relevant person to those workshops.

General Manager to inform and instruct within his hotel according to the instructions coming from the corporate or regional Human Resources Department.

### **RESOURCES (financial)**

For most of the mentioned strategic targets there should be no resources needed, neither monetary nor human resources, except travelling costs for participants to the workshops.

As per budget brief there shall be regional HR meetings co-ordinated and organised through corporate HR office. Travelling costs and accommodation should be therefore budgeted.

The focus will be given to the topics of web-based HR tools and of Management Development & Succession Planning (Coaching of Talents). Those meetings / workshops will be organised in spring or early \*\*\*\* and relevant information shall be distributed in due time.

## **ACTION PLAN**

We expect every hotel operation to establish for the implementation of the above an appropriate Action Plan (one (1) page: topic, action/measures, responsible, deadline, comment) until end of February \*\*\*\* latest.

## **Emergency Evacuation Plan Mövenpick Hotel Ramallah**

### **I. General**

In the event of an emergency situation developing in Mövenpick Hotel Ramallah, the fire alarm will be activated; you should have become familiar with the sound of the alarm during the Emergency Evacuation Drills. When you hear the alarm in a situation that you have not been pre warned it is human nature to question if this is indeed a real situation, we would urge you to consider all situations as real when you hear the fire alarm and prepare to evacuate the building after hearing the evacuation commands.

You should make yourself familiar with the all emergency exits for the different areas in the hotel, which will be posted in staff cafeteria and HR wall boards, and all departments.

Proceed to the nearest exit then enter one of the emergency stairwells, there are 4 emergency stairwells in Hotel, 2 are located at the end of section A and C, 1 is in the middle of section B, and 1 from Laundry to Parking Area. The emergency exit stairwells have a higher level of protection from smoke and fire that will allow you to safely exit the building, the lighting system installed in the emergency exit stairwells are connected to the standby generators, and equipped with batteries to light in case of electricity cut off.

Care should be taken to safely descend the stairs with the focus being on an orderly evacuation, should you feel the need to stop for a rest at any time please ensure you do this in a manner that does not obstruct others from descending.

When you get to the ground floor you should follow the instructions and the signs to reach the assembly points which are:

- Staff assembly points in the outside parking near the staff entrance.
- Guest assembly point in VIP parking in front of the hotel.

Under no circumstances should you try and re-enter the building until Fire brigade and Civil Defense has given the all clear and you have been advised by the Emergency Coordinator that it is safe to return to your place of work.

In the event that it is not safe to return to the building you will be advised by either your direct manager or the Emergency Coordinator what alternative arrangements have been made.

## **II. What to do if you Discover a Fire**

In the event that you discover a fire within the hotel environment you should remain calm and take the following action without risking your life or anyone else's;

- If it is safe to do so, locate the nearest fire extinguisher and proceed to extinguish the fire.
- Should you not be confident or trained to extinguish the fire then call a nearby colleague who can assist in extinguishing the fire.
- Close all doors on the floor
- DO NOT ENTER A SMOKE FILLED AREA
- NEVER LET A FIRE GET BETWEEN YOU AND THE WAY OUT

Should the fire be too big for you to tackle;

- Activate the nearest fire alarm by breaking the glass and pulling the trigger.
- Prepare to evacuate the building.
- Do not panic by shouting "Fire" or anything else as this will cause further panic.
- Evacuate the Area via the designated fire exits.

The building is protected by sprinklers that will be automatically activated if the fire gets too big.

### III. What to do in case of fire detection alarm activated on the FACP at CCTV Room?

- CCTV officer should call the Engineering Team to check the stage of the fire at the located area.
- CCTV officer should activate the automatic message to all HODs and duty officer with the following message:( **Fire detection alarm was activated in the hotel**).
- All managers and officers on duty should report to CCTV room in mezzanine floor to the senior manager for further instructions in case of evacuation.
- The senior manager on duty will assess the situation for evacuation.

### IV. Responsible Persons

Role	Name	Position	Mobile	Office
Primary Emergency Coordinator		GM		GM office/ Mezzanine Floor
1st Alternate Emergency Coordinator		F.C		Finance Dep./ Mezzanine floor
2 <sup>nd</sup> Alternate Emergency Coordinator		HR Manager		HR office/ Sub ground floor
Primary Staff Assembly Area Monitor		HR Manager		HR office/ Sub ground floor
1 <sup>st</sup> Alternate Staff Assembly Area Monitor		Assistant HR Manager		HR office/ Sub ground floor
2 <sup>nd</sup> Staff Assembly Area Monitor		Assistant Security Manager		HR office/ Sub ground floor
Primary guests Assembly Area Monitor		Front Office Manager		Front Office / Ground floor.
1 <sup>st</sup> Alternate guests Assembly Area Monitor		Front office supervisor		Front Office / Ground floor.
2 <sup>nd</sup> Alternate guests Assembly Area Monitor		Receptionist		Front Office / Ground floor.

Fire Marshal 1		C.E		Engineering Dep./Sub ground floor
Fire Marshal 2		Assistant Security Manager		HR office/ Sub ground floor
Fire Marshal 3				

## **V. Emergency Evacuation and close down Procedures**

In the event of an emergency evacuation situation developing, depending on what we are working on it may not be the responsible thing to do to just leave our office whilst leaving valuables or confidential information lying around, below are listed a few situations that you should take into consideration, however it should be noted that the protection of human life is of the utmost priority and no employee should take any action that could compromise their or anyone else's life.

Only the General Manager, in his absence, the next ranking executive in the following order can give orders for evacuation:-

- Financial Controller
- Chief of security/HR manager
- Chief Engineer
- Director of Food and Beverage
- Front Office Manager
- Duty Manager

This can concern part of a floor, whole floor, a whole public area or the whole hotel. The executive in charge will establish command post in front of CCTV Room in mezzanine floor, and instructions should be gathered from there. He will decide when



to make use of the in-house emergency call system. Once the order for evacuation has been given, all departments should follow the close down procedures to evacuate the building:

**1- GM or his representative:**

- Use the emergency PA system with the evacuation message located in the CCTV room, to inform all guests to evacuate the hotel.
- GM should stay at CCTV room giving the instructions and receiving the situation updates from Emergency team.
- GM should hand over the building to fire brigade team.
- In case the fire located at CCTV room or around, the command post will be at the back office of the reception.

**2- EXECUTIVE OFFICE**

- The executive offices on the Mezzanine floor have to be closed down. If possible turn off the air-conditioning. The Control Room (CCTV) must remain open for as long as possible.

**2.1 SALES OFFICE**

The following documents have to be collected: if possible

- Card ex (name cards collection)
- Travel Agent List

## **2.2 MARKETING COMMUNICATIONS**

The following documents and data have to be collected

- Camera
- Press List
- Contracts file
- B. cards

## **2.3 Finance Department:**

### **2.3.1 GENERAL ACCOUNTING:**

The following documents have to be printed and brought to the assembly point:

- Red safe (cash flow and safe deposit box key in Asst. controllers drawer)
- Contracts file.
- Commission statement file.
- Income report.
- Hotel licenses (copies, originals are at the Front Desk).
- Tax invoice and Reports (current month).
- To secure all important papers and cash.
- Contact the insurance company to establish losses and claims.

### **2.3.2 Purchasing:**

- All reports and invoices. Supplier contract files.

### **3- FRONT OFFICE**

#### **3.1 FRONT OFFICE OPERATOR**

- No incoming or outgoing calls are accepted, except management.
- The Operator follows exact instructions given by the General Manager or his representative.

#### **3.2 RECEPTION**

The following documents have to be collected and given to the Front Office Manager or if the latter is absent to the Duty Manager:

- police reports
- Original hotel licenses displayed at the Front Desk (to be handed to FC)
- 2 sets of in house guests report by alphabetic order
- 2 sets of in house guests report by numeric order
- Arrival report

#### **3.3 FRONT OFFICE CASHIER**

- Close the cashier drawers (money, cheques and credit card slips to be taken out)
- No check-out handling anymore.
- Print balance of all rooms and bring it together with the content of the cashier's drawer to the assembly point.
- Take the last Guest Balance report.
- Front Office Manager to collect the safe master key from cashier.

### **3.4 RESERVATION**

The following reports have to be printed and handed over to FOM (same procedure during day and night time):

- Records of correspondence of the last 3 months
- Group and series file.
- Advanced reservation forms (as much as possible)

### **3.5 BELL DESK**

- Remove luggage stored behind the bell desk to storage
- Assist Security Officers to direct hotel guests to the assembly point.
- Assist Security Officers to direct hotel staff to the assembly point.

## **4- Security:**

- Remove all cars from Front Entrance if they are in the way.
- Control the traffic in front of the hotel to help fire brigade cars to enter the hotel easily.
- Assist Fire Fighting Team to keep all guests elevators on the ground floor.
- To direct hotel staff and guest to the assembly points.
- Help engineering team in fighting the fire till fire brigade arrives.
- Shut off the main gas source at the hotel entrance.

## **5- IT Department:**

The following discs and documents to be collected:

- All backup Tapes.
- All hard copy licenses.

## **6- F&B Department:**

### **5.1 FOOD AND BEVERAGE OFFICE: (if possible)**

- All B. Cards
- All keys were possible.

### **5.2 BANQUET SALES OFFICE: If possible**

- Card ex (Name cards collection)
- Reservation Book (For the next 6 months)
- Record of correspondence for the past 6 months
- Contracts file.

### **5.3 F & B OUTLETS**

The following actions should be done by the outlet manager:

- All electrical appliances to be switched off were possible.
- Guests to be evacuated and directed to the Assembly Point.
- Staff leaves hotel and reports to the Assembly Point.
- F&B Manager, Chief Steward to control and lock (close down) all Food and Beverage Stewarding stores.
- Each outlet should take their Reservation Book and Log Book
- Print report from POS system

- Collect all cash, cheques, credit card slips and brings it together with all printed reports to the General Cashier or to the Night auditor at night time.

#### **5.4 KITCHEN**

- Stop gas supply if no automatic.
- Stop all ovens and stoves
- Move flammable things to the garbage room.
- Executive Chef or sous chefs to control and lock (close down) all fridges and freezers as well as all kitchen stores.

#### **5.5 CHEF OFFICE**

- Name Cards
- Keys

#### **5.6 STORES**

- All stores have to be left, checked and locked immediately by respective staff under the supervision of the F&B manager, Chief Steward, or the responsible Head of department, keys should be handed over to cost controller at assembly point.

### **7- HUMAN RESOURCES Department:**

The following documents have to be collected:

- Hotel licenses and Documents for work permits and its renewal.
- List of all employees on duty.

- Duty rosters of each department
- Human Resource manager and his/her assistant (daytime) and Night Duty Manager (night time) stand by as Assembly Point Manager and assistant at the Assembly Point

## **8- ENGINEERING**

- Keep all communication lines working.
  - Stops the Air conditioning in all public areas as well as offices.
  - Stops all gas / fuel / oil supply and disconnect them.
  - Water pumps supply, emergency generator to be turned on, other engines have to be switched off.
  - Stop steam and heat supply.
  - Turns boiler off
  - All stores to be controlled and safety locked (closed down)
  - Fight the fire.
  - All staff who is not assigned to the firefighting team reports to the Assembly Point Manager or his/her Assistants.
  - Shows the fireman the exact location of water outlet and assist if necessary.
  - Drawing of Mövenpick Hotel, Ramallah to be ready at CCTV room.
- Fire Alarm System
  - Fire Piping
  - Fire Pumps
  - Electrical Distribution System

**9- HOUSEKEEPING Department:**

- Remove all trolleys from corridors
- Remove flammable liquids to HK store
- Close all fire doors in the corridors if the doors did not close automatically.
- All stores to be checked and locked (closed down)
- All offices, pantries have to be checked and locked (closed down)
- Remove key bank, master key of cabinet file as well as the cabinet file of lost and found.
- All Housekeeping reports files to be handed over to EHK at assembly point.
- Lost and Found File to be collected and handed over to EHK at assembly point.
- Upon authorization of evacuation open the guest room doors as quickly as possible (do not waste time to knock on doors; courtesy is less important in this case) and advise the guests briefly, determinedly but calmly
- Thoroughly check every room to ensure guests have left and clearly mark (✓) by using chalk on the door to indicate that room has been checked.

**10- LAUNDRY**

- Turn all machines off
- Turn power off
- Remove flammable liquids



## **General information**

- No lifts must be used.
- Under no circumstances must any member of staff apart from the Department Head, Section Head or Supervisor contact the Telephone Switchboard in the event of a fire alarm. All lines must be left clear for urgent instructions to be passed.
- When confronted with any guest on the corridor please advise the guest as follows:

“This is an emergency please evacuate the building as quickly as possible through this staircase (point the way ;) DO NOT use elevators and assemble at the Car Park to the right of the hotel main entrance adjacent to the street access to await further instructions. DO NOT PANIC”.

## **VI. Assembly Points**

### **1.0 GENERAL ORGANIZATION**

- The HR manager is the Assembly Point Manager. Should he/she not be on duty at the time of the incident, his/her assistant will take over the position. At night time, the Night senior officer will assign an Assembly Point Manager.
- The Assembly Point Manager and assistants must be in receipt of the in house guests' lists by alphabetic and numeric order which is provided by the Front Office Department (person in charge of Front Office).
- They have also all staff in house cards on hand, provided by the timekeeper.

- The Front Office Manager is taking care of recording all in house guests reporting at the Assembly Point. A table should be set-up by the Front Office staff for this purpose and guests are to be advised to register at this desk upon arrival at the assembly area.
- The HR Manager or his assistant is taking care of all in house staff reporting at the Assembly Point.
- The Assembly Points are as follows:

**Hotel Staff:** Outside parking area accessible through the pool

**Hotel Guests:** VIP car park in front of the Hotel Accessible through the Ground Floor

## 2.0 MONITORING GUESTS

- The following documents have to be available at the assembly point:
  - In house guests list by alphabetic order (only 1 piece!)
  - In house guests list by numeric order (only 1 piece!)
- Front Office Manager or one of his/her assistants and their team are ticking off all names of in house guests reporting to the Assembly Point on the rooming list. For this purpose the Assembly Point Manager has to organize two tables if possible to be set up at the assembly point in order to be able to properly record all guests and employees
- Once the guests are recorded, members of the Assembly Point Team direct them to a separate place in order to avoid any confusion.

- The Assembly Point Manager will receive a message when all guest rooms have been evacuated and closed down.
- Any missing guests are called out once more by a megaphone at the Assembly Point. Should the missing guests not be among the evacuated guests, the stationed fire department will be advised accordingly by an assigned member of the Assembly Point Team.

### **3.0 MONITORING STAFF**

- The following documents have to be available at the Assembly Point:
  - HR Manager or one of his/her assistants is marking the card of each staff member reporting to the Assembly Point.
- Once a staff member is recorded, members of the Assembly Point Team direct them to a separate area (not same as for hotel guests) in order to avoid any confusion.
- Any missing employees are called out once more by a megaphone at the Assembly Point. Should the missing employees not be among the evacuated persons, the stationed fire department will be advised accordingly by an assigned member of the Assembly Team.

### **4.0 LOOKING AFTER INJURED PERSONS**

- The Evacuation Team Manager assigns a team, which is taking care of eventually injured people and asks the operator to call the nearest hospital (Ramallah Health Complex) Tel +970 22965355 for an emergency treatment.

- The leader of the assigned team records the guest/staff names and room members and reports it to the Evacuation Team Manager who will in inform the Assembly Point Manager.
- If any guest or employee are taken to the hospital by the ambulance, their names and the name of the hospital they are taken to are being recorded and the Assembly point manager is informed accordingly.

## **5.0 ARRANGING ALTERNATE ACCOMMODATION**

- Whether guests are transferred to another hotel, depends on the situation of the hotel and can only be decided by the management.
- Once the decision has been made, the Front Office Manager will assign a person who will find alternative accommodation and organize the transport. For large numbers of guests a coach should be organized by the Assembly Point Manager to arrange accordingly, if there is no bus available, taxies will be used.
- The Assembly Point Manager assigns a person who records all guests leaving the Assembly Point indicating their final hotel destination on the in house rooming list.

## **VII. Employees that remain in the building**

There has been no reason determined for any Mövenpick employee to remain in the building in the event of an emergency; all employees should evacuate the building in an orderly manner via the designated fire escape route.

[illegible]

## 2.4 Reporting of an Emergency Situation – Internal Communications

In the event of an emergency situation taking place within the Mövenpick Hotel Ramallah it will be the responsibility of GM to communicate the situation to Mövenpick Corporate office, unless they delegate an alternative to carry out this function. It is important not to create panic within the organization therefore employees should not communicate the emergency to other employees that are not involved in the emergency situation nor should they post any comments or pictures on any social media site.

Name	Contact Number

## 2.5 Reporting of an Emergency Situation – External Communications

**Table (6) Hotel Employees Contact List**

<u>Name</u>	<u>Position</u>	<u>Contact Number</u>
	Financial Controller	
	Assistant Financial Controller	
	Purchasing Supervisor	
	HR manager	
	Assistant security Manager	
	CCTV senior supervisor	
	Security Supervisor	
	Chief engineer	
	Assistant chief engineer	
	Supervisor	
	Technician	
	Technician	
	Technician	
	Communication manager	
	Director of sales	
	Sales manager	
	Banquet sales manager	
	Executive Housekeeper	
	Assistant Executive	

	Housekeeper	
	F&B manager	
	Outlet	
	Outlet	
	Outlet	
	Room service	
	Banquet	

(Ministry of Tourism, 2016)

**Table (7) Emergency Phone Numbers**

<b><u>Name</u></b>	<b><u>Phone #</u></b>	<b><u>Contact Person</u></b>
Civil Defense	102	
Tourist Police	Available in CCTV room	
Ambulance	101	
Ramallah medical Complex	+970 229 8 2222/ +970 229 8 2207/ +970 229 8 2240	
Police station	100	
Preventive Security	Available in CCTV room	
Intelligence	Available in CCTV room	
Al Rafiden Taxi	+970 229 8 7444	
Ramallah municipality	1800 101 101/ +970 229 4 5555	

(Ministry of Tourism, 2016)

**Report on Emergency Evacuation**

Date

\_\_\_\_\_

Time\_\_\_\_\_

Emergency Coordinator on Duty\_\_\_\_\_

Assembly Area Monitor\_\_\_\_\_

Time Last person accounted for\_\_\_\_\_

Number of Persons accounted for\_\_\_\_\_

Time Allowed back into Building\_\_\_\_\_

Equipment Required

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General Comments and Observations

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Training Requirements

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Emergency Coordinator

General Manager



## Project Risk Management / New Application 2016-2020

Please fill in the below table for each risk as identified.

<b>Risk assessment</b>	<b>1. Name the risk</b>  <i>Give the risk a name that says something about its character. Example: "Security threats to staff"</i>					
	<b>2. Description of the risk</b>  <i>Qualitative description of the risk, involved stakeholders, anticipated loss or damage etc. Example: "repeated harassment and threats to office staff create a sense of insecurity and interruptions in programme operations."</i>					
	<b>3. Risk Category</b> Specify: Contextual or Operational.					
	<b>4. Estimating the risk.</b> Rank from 1-3 the Impact and Probability of the risk.					
<b>Risk treatment</b>	<b>5. Existing risk treatment measures</b> <i>What is currently being done to treat the risk? Are the current measures sufficient with regard to the severity of the risk?</i>					
	<b>6. Recommended risk treatment measures</b> <i>Keep in mind that any measures depend on the severity of the risk (which corresponds to the risk score):</i> <table border="1" data-bbox="419 1265 1315 1447"> <tr> <td></td><td>Unacceptable risk; must be dealt with immediately</td></tr> <tr> <td></td><td>Average-high risk; mitigating measures are necessary in the long term or short term</td></tr> <tr> <td></td><td>Small risk; monitor but no measures necessary</td></tr> </table>		Unacceptable risk; must be dealt with immediately		Average-high risk; mitigating measures are necessary in the long term or short term	
	Unacceptable risk; must be dealt with immediately					
	Average-high risk; mitigating measures are necessary in the long term or short term					
	Small risk; monitor but no measures necessary					
<b>7. Responsibility for follow up and time frame</b> <i>Who is responsible to follow up on the recommended treatment measures? What is the time frame for follow up?</i>						
<b>Risk monitoring</b>	<b>8. Monitoring date</b> <i>Last date for monitoring of the risk.</i>					

## **CHAPTER VI**

### **SUMMARY CONCLUSION AND RECOMMENDATION**

#### **Findings**

The research aimed to develop a risk plan through taking the Movenpick (Millennium) Hotels and Resorts as a case study of application. The risk plan was developed based on the researcher's experiences and observations as Inspection Department chief at the Ministry of Tourism where the research revealed that the Movinpick Hotels have developed various risk and continuity plans to face any potential problems but there plans had some shortages and failings that the study proposed risk plan considers and completes opening the way for the hotel to revise and update their plans.

#### **Conclusions**

This thesis has developed the strategic risk management plan for Movenpick (Millennium) Hotel in Ramallah to manage the hotel business risk and mitigating the risk. The main aim was to devise a strategic risk management plan for next 5 years. The pan has developed an Enterprise risk management strategy to respond the hotel risk effectively within a specific risk category.

Every step has been taken to ensure that there was continuity throughout the whole plan and each risk management elements are explained in details. This will enable to understand each and every step of risk management plan clearly. Continuous assessment of all the modes will make the strategic risk management plan successful and will protect the Marriott brand in the fast growing hospitality industry.

## **Recommendations**

Based on the research findings, the researcher proposes the following suggestions to be taken into consideration by the interested parties and institutions:

1. Hotels in Palestine are encouraged on cooperating to risk planning experiences share to elevate the level of services provided in Palestine.
2. Risk plans prepared by each hotel should periodically be inspected to minimize any future risks.
3. Ideal strategic risk plans should be worked on and prepared in cooperation between Ministry of Tourism, hotels and strategic planning experts to develop the hotels performance.

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## APPENDICES

### APPENDIX 1: RISK MANAGEMENT CHECKLIST

The checklist is to be completed by the person who is allocated the task, mainly Risk Manager on periodic basis. It is not to be a shared task.

The following table indicates the standard required:

- ✓ This indicates that the standard is achieved in this area  
 ✗ This indicates that the standard has not been achieved

Domain	Item	Yes	No	Comments
<b>Scope</b>	Strategy			
	Goals			
	Outputs			
	Activities			
	Outcomes			
<b>Time Frame</b>	Milestones			
<b>Cost</b>	Estimated budget			
	Assessment			
	Approvals			
<b>Resources</b>	Human resources			
	Human resources assessment			
	Physical resources			
	Approvals			
<b>Organizational Changes</b>	Assessment			
	Documents			
	Info Sharing			
	Approvals			
<b>Related projects</b>	Identified			
	Classified			
	Networking			
	Memorandums of cooperation			
<b>Legislations</b>	Requirements Assessed			
	Information gathered			
	focal person communicated			
	procedures taken			
	approvals			
	Licences obtained			
	IT staff available			
	Roles & responsibilities			

<b>Technology</b>	clear			
	Requirements assigned			
	MIs system according to plan			
	Periodic assessment			
	Access Shared with counterparts			

**Completed by** ..... **Dated** .....



## Appendix 2: Palestine Hotels

الرقم	الاسم	اسم المالك	سنة الاصدار	المحافظة	المدينة	رقم الهاتف
أريحا						
1	فندق ومطعم القدس	شركة فندق القدس	1998	أريحا	أريحا	022322444
2	فندق مدينة القمر	هيئة تنشيط السياحة	2005	أريحا	أريحا	022326844
3	نزل جمعية التطوير المائي والبيئي	جمعية التطوير المائي والبيئي	2013	أريحا	أريحا	022747948
4	بيت الحجاج الكنيسة الروماني	البطريكية الارثوذكسية الرومانية	2013	أريحا	أريحا	022320920
5	سامي جست هاوس	ايداد موسى محمود العالم	2014	أريحا	أريحا	022324220
6	فندق قرية أريحا السياحية	شركة جريكوموتلز	1999	أريحا	أريحا	022321255
7	فندق أوازييس	شركة كاب هولدنغ م خ م	2000	أريحا	أريحا	022311200
الخليل						
1	فندق ابو مازن	شركة هيبرونهايتس السياحية	2015	الخليل	الخليل	022211114
2	فندق الخليل	شركة فندق الخليل السياحي	2000	الخليل	الخليل	022254240
3	الحرمين للأجنحة الفندقية	سالم عز العجلوني	مغلق	الخليل	الخليل	022224080
4	فندق كويين بلازا	شركة هيتكو للاستثمار السياحي	2016	الخليل	الخليل	022223222
بيت لحم						
1	فندق سانت جبرائيل	شركة فنادق سانت جبرائيل	2013	بيت لحم	بيت لحم	022759990
2	فندق قصر جاسر	شركة فلسطين للإستثمار السياحي	2000	بيت لحم	بيت لحم	022766777
3	فندق ومطعم أرارات	شركة مسيس للفندقة	2013	بيت لحم	بيت ساحور	022749888
4	فندق جراند بارك بيت لحم	شركة الضيافة المقدسة	2013	بيت لحم	بيت لحم	022756400
5	فندق المهد	شركة فنادق المهد السياحية م خ م	1997	بيت لحم	بيت جالا	022770650
6	فندق ساحة المهد	شركة ساجال للاستثمار السياحي والعقاري	2012	بيت لحم	بيت لحم	022778888
7	فندق بيت الرعاة	شركة فندق بيت الرعاة	2011	بيت لحم	بيت ساحور	022759690
8	فندق بيت لحم	شركة فنادق بيت لحم العرجا	1997	بيت لحم	بيت لحم	022770702
9	فندق البردايس	شركة فنادق البردايس	1999	بيت لحم	بيت لحم	022744542
10	فندق العائلة المقدسة	شركة فندق العائلة المقدسة	2010	بيت لحم	بيت لحم	022773432
11	فندق ستار بيت لحم	شركة فنادق نجمة بيت لحم	1998	بيت لحم	بيت لحم	022743249

022770780	بيت لحم	بيت لحم	1996	يوسف شكري قنواطي	فندق الكسندر	12
022778962	بيت لحم	بيت لحم	2012	شركة السمور للإستثمار السياحي	فندق الأراضي المقدسة	13
022772428	بيت ساحور	بيت لحم	2010	شركة سهاري للإستثمار السياحي	فندق سهاري	14
022769921	بيت لحم	بيت لحم	2013	شركة القنواطي للإستثمار والسياحة	فندق سانت مايكل	15
022743040	بيت جالا	بيت لحم	2000	سمير نصري النجار	فندق سانت نيقولاس	16
022766880	بيت جالا	بيت لحم	2010	شركة فندق أنجل	فندق أنجل	17
022759880	بيت لحم	بيت لحم	2008	شركة منتجع المراد السياحي الإستثماري	فندق منتجع مراد السياحي	18
022748880	بيت لحم	بيت لحم	2010	شركة مرزوقة للإستثمار السياحي م خ م	فندق أجراس المهد	19
022742604	بيت جالا	بيت لحم	1998	شركة المصايف والسياحة المتحدة	فندق الإفرست	20
022764083	بيت لحم	بيت لحم	2008	محمد عبد الله دنادنة	فندق السلام	21
022765150	بيت لحم	بيت لحم	2016	إياد عدنان كاظم المدبوح	جست هاوس السرايا	22
022741440	بيت لحم	بيت لحم	1996	شركة البنذك للسياحة والإستثمار م خ م	فندق جراند بيت لحم	23
022771022	بيت ساحور	بيت لحم	2016	شركة فندق رزידنس م خ م	فندق رزیدنس	24
022750090	بيت جالا	بيت لحم	2010	شركة زيدان للتجارة العامة والسياحة م خ م	فندق قرية الزيتون السياحية	25
022767374	بيت لحم	بيت لحم	2001	شركة فندق سانتا ماريا المساهمة الخصوصية المحدودة	فندق سانتا ماريا	26
022766220	بيت لحم	بيت لحم	2013	الجمعية الخيرية الأنطونية	فندق سانت أنطونيو	27
022774414	بيت ساحور	بيت لحم	2008	سري سمير اليتيم	فندق منتجع الجولدن بارك	28
022757853	بيت جالا	بيت لحم	مغلق	شركة جراند روبال للسياحة والإستثمار	فندق جراند روبال	29
022777565	بيت جالا	بيت لحم	2012	شركة جاليري السياحية	فندق دووم	30
022755251	بيت ساحور	بيت لحم	مغلق	شركة لافونتانا للسياحة والسفر	فندق لافونتانا دي ماريا	31
022772010	بيت ساحور	بيت لحم	2014	شركة الإيمان للإستثمار الفندقي والسياحي	فندق إيمان ريجنسي بالاس	32
022777520	بيت جالا	بيت لحم	2015	شركة الفريد للاستثمار العقاري	فندق اورينت بالاس	33
022778682	بيت لحم	بيت لحم	2012	سمر جريس ابو عيطة	فندق شيرد بلازا	34
022740656	بيت لحم	بيت لحم	1999	شركة العائلة المقدسة للإستثمار والسياحة م خ م	فندق الشبرد	35

022742424	بيت لحم	بيت لحم	1999	شركة بيت لحم ان للسياحة	فندق بيت لحم ان	36
022766660	بيت لحم	بيت لحم	2016	شركة فنادق البدر	الفندق الماسي	37
022766511	بيت لحم	بيت لحم	2011	شركة فندق جبل داود السياحية	فندق جبل داود	38
022744343	بيت لحم	بيت لحم	2014	شركة دار ستي عزيزة للسياحة	دار ستي عزيزة	39
022760967	بيت لحم	بيت لحم	2013	راهبات المحبة	سانت فنسنت جست هاوس	40
022764739	بيت لحم	بيت لحم	2013	إلين بدر عاقلة	بيت السلام	41
جنين						
042417010	الزبادة	جنين	2009	إبراهيم ظاهر حداد	فندق قرية حداد السياحية	1
042435700	جنين	جنين	2012	شركة نورث جيت للسياحة والفنادق	فندق بوابة الشمال	2
042415335	جنين	جنين	2013	كلية ومركز الشهيد نعيم خضر	نزل مركز الشهيد نعيم خضر	3
042502455	جنين	جنين	2013	جمعية سينما جنين	بيت ضيافة سينما جنين	4
042436151	جنين	جنين	2013	أحمد معين مصطفى هيكل	بنسيون البستان	5
رام الله والبيرة						
022973574	رام الله	رام الله	2013	شركة ار اي اند بي للتطوير والانشاءات	فندق فلسطين بلازا	1
022985888	رام الله	رام الله	2010	شركة المؤسسة العربية للفنادق	فندق موفينيك	2
022946800	البيرة	رام الله	1999	شركة جراند بارك للفنادق والإستجمام م خ م	فندق جراند بارك	3
022979400	البيرة	رام الله	2010	شركة سيزر للإستثمار السياحي	فندق سيزر السياحي	4
022976474	رام الله	رام الله	2011	شركة المناع للسياحة والإستثمار م خ م	فندق ومطاعم ميرادور	5
022958450	رام الله	رام الله	مغلق	شركة الهند للسياحة والتجارة م خ م	فندق بست ايسترن	6
022420803	البيرة	رام الله	2013	شركة البيرة السياحي	فندق البيرة السياحي	7
022423019	رام الله	رام الله	2011	شركة أبراج الزهراء للأجنحة الفندقية	فندق سيجنشتر سويتس	8
022428081	البيرة	رام الله	مغلق	شركة قاصد للتجارة العامة والاستثمار م خ م	فندق سيتي ان	9

022974002	البيرة	رام الله	2013	شركة كراون سويتس للخدمات الفندقية	10 كراون سويتس
022408080	البيرة	رام الله	2003	شركة اورينتلادارة الفنادق	11 فندق سيتي ان بلاس
022964040	البيرة	رام الله	2000	مروان بشارة أبو ريا	12 رويال كورت سويت
022952602	رام الله	رام الله	2008	شركة الانفرسويتس للسياحة والخدمات الفندقية	13 أنقرز للأجنحة الفندقية
022964470	رام الله	رام الله	2000	شركة روكي هوتيل المساهمة الخصوصية المحدودة	14 فندق روكي
022988868	رام الله	رام الله	2000	شركة المنارة هوتيل م خ م	15 فندق المنارة هوتيل
022950022	البيرة	رام الله	2006	شركة رتنو للخدمات الفندقية	16 فندق رتنو
022404353	البيرة	رام الله	1999	ماجد سمور العبد	17 فندق العين
022987433	البيرة	رام الله	2011	شركة ريتس للخدمات السياحية	18 فندق ريتس
022980412	رام الله	رام الله	1999	ورثة محمد محمود حسين عمرة	19 فندق الوحدة
022987858	رام الله	رام الله	مغلق	بشارة ميخائيل الحجل	20 فندق الحجل
022957331	البيرة	رام الله	مغلق	شركة زياد مهنا واولاده	21 فندق الميريلاند
022977073	رام الله	رام الله	2014	شركة النزهة للاستثمار و الخدمات الفندقية	22 لافندر بوتيك رام الله
022978524	البيرة	رام الله	2013	جمعية الهلال الأحمر الفلسطيني	23 بيت جمعية الهلال الأحمر الفلسطيني للضيافة
022963555	رام الله	رام الله	2015	شركة جلوبال ترافيلرز انترناشونال للخدمات الفندقية	24 هوستيل ان
022409532	البيرة	رام الله	2000	شركة جمزو للتطوير	25 جمزوسويتس
022956285	رام الله	رام الله	2011	شركة مصايف رام الله المساهمة العامة المحدودة	26 قصر الحمراء للأجنحة الفندقية
022899440	الطيبة	رام الله	2015	شركة الطيبة للخدمات الفندقية و السياحية	27 فندق جولدن الطيبة

022407921	البيرة	رام الله	2010	بشار حسين عودة الطويل	فندق علاء الدين	28
022966477	البيرة	رام الله	2011	شركة بيوتي ان للسياحة والخدمات والتجارة العامة م خ	فندق بيوتي ان	29
022980000	البيرة	رام الله	2015	شركة اريا دي للخدمات الفندقية السياحية	اريا دي هوستيل	30
022810881	قرية جفنا	رام الله	2012	جورج نقولا عبده	بنسيون ريف هاوس	31
022811485	رام الله	رام الله	2010	روضة عارف خورية وعيسى حنا خورية	بيت خورية العائلي الفلسطيني ي للضيافة	32
نابلس						
092333555	نابلس	نابلس	2000	شركة تطوير السياحة	فندق الياسمين	1
092341444	نابلس	نابلس	1998	الصندوق الفلسطيني لتعويض مصابي حوادث الطرق	فندق القصر	2
092386642	نابلس	نابلس	2012	حمزة محمد رامز الخياط	نزل الشباب النابلسي	3
092389996	نابلس	نابلس	2016	ابراهيم ذيب تكروري	فندق الاسراء	4
092385555	رفيديا	نابلس	2016	شركة الاجنحة الفندقية الملكية	فندق الاجنحة الملكية	5
092343079	نابلس	نابلس	2013	شركة المبدعون للإستثمار	القلعة للشقق الفندقية	6
092373338	نابلس	نابلس	2017	شركة الثلاثية للمطاعم و صالات الافراح	فندق سليم افندي	7
092381064	نابلس	نابلس	2013	جهاد محمد مصباح هوش	بيت الضيافة الفلسطيني ني	8
092376913	نابلس	نابلس	2013	ورثة حسن محمود هندية	بنسيون رمسيس	9
092383618	نابلس	نابلس	2012	فيصل ابراهيم يوسف عيران	بنسيون الإستقلال	10
092332485	نابلس	نابلس	2005	عزام معروف الشكعة	كريستال موتيل	11
092376295	رفيديا	نابلس	2013	أمجد جهاد رفاعي مدني	مطعم وضيافة بيت الشام	12

### Appendix 3: summary of risk plan for Movenpick (Millennium) Hotel Management (2016-2020)

<b>Id</b>	<b>Description of Risk</b>	<b>Impact on Project (Identification of consequences<sup>1</sup>)</b>	<b>L<sup>2</sup></b>	<b>S<sup>3</sup></b>	<b>G<sup>4</sup></b>	<b>Change</b>	<b>Date of Review</b>	<b>Mitigation Actions (Preventative or Contingency)</b>	<b>Individual/ Group responsible for mitigation action(s)</b>	<b>Cost (USD)</b>	<b>Timeline for mitigation action(s)</b>	<b>WBS<sup>5</sup></b>
<b>Local Area Network Failure</b>	The local internet connection fails or breakdown	<ul style="list-style-type: none"> <li>▪ Loss of power</li> <li>▪ File Server Hardware failure</li> <li>▪ Application Failure</li> <li>▪ Network Hardware (Hub, Switch, and Router) failure</li> </ul>				IT department is educated on the procedures followed to deal with LAN failure. The system restoration procedures are applied immediately	2017	Building backup system for the vital department of the hotel Working on getting internet services from alternative providers	IT department	10000	48 – 72 hours	IT emergence and continuity plan

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1 This can be useful in identifying appropriate mitigation actions.

2 Assessment of Likelihood.

3 Assessment of Seriousness.

4 Grade (combined effect of Likelihood/Seriousness).

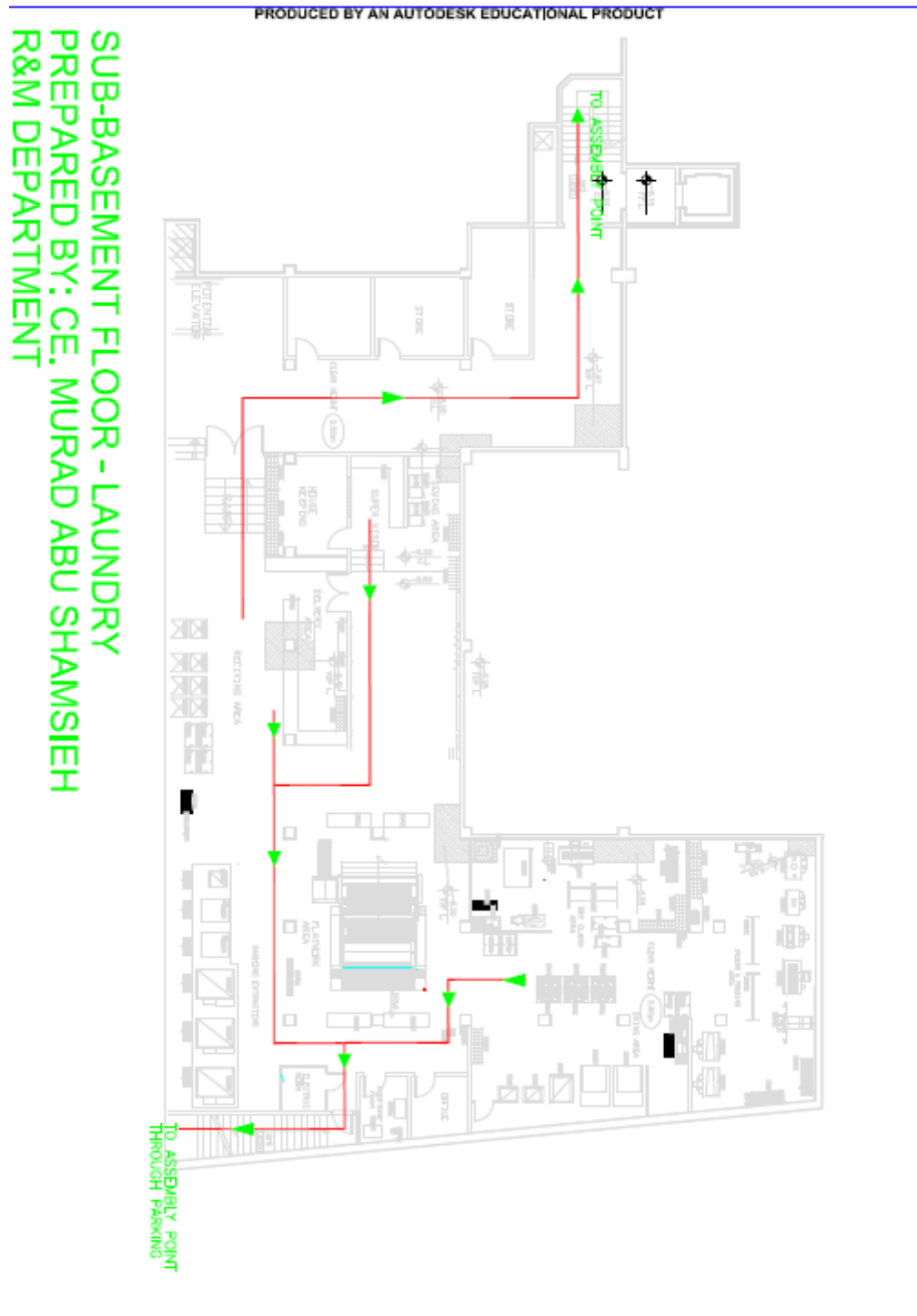
5 Work Breakdown Structure – specify if the mitigation action has been included in the WBS or work plan.

<b>Fire Alarm Failure</b>	Huge physical damages to the systems and properties of the hotel and the guests at times	System corruption (software) Equipment damage				Updating fire alarm continually		Regular check of the software and hardware Using Fire Manual Watch	Departments of: IT, Engineering, Security, and executive housekeeping and maintenance	Depends on the extension of the fire in case of failure	Depends on the extension of the fire in case of failure	Regular inspection during the day Safety reports are sent following every inspection
<b>Water System Failure</b>	Shortcut in the water supply or water supply system breakdown	Guests inconvenience may affect hotel reputation or services rank				Reserve additional water supply Building additional water tanks		Water pipes are maintained regularly for any damage Checking water current water supply daily and every 6-8 hours during top work load	Departments of: engineering, executive housekeeping, F & B	Undefined	Undefined	Water supply backup plan
<b>Gas system Failure</b>	Shortage of Gas supply Gas leak	Food supply and guests food orders and supply at the hotel restaurants				Keeping additional gas supplies		Storing sufficient gas supplies in cases of emergency	Departments of: engineering, executive housekeeping, F & B	100000	1-24 H	Gas alternatives  F & B emergency suppliers

<b>Missing HR infrastructure</b>	Employees of various positions at the hotel are scarce and does not match the load of work at the hotel	The quality of service is at risk				Targeting skilled HR and potential employees		Every employee is subject to trial evaluative period	Supervision and daily evaluation of the potential employee/s	0-500	At least 3 months	Training program of the employees during trial period and after hiring
<b>Lack of discipline in implementation</b>	Plans and schemes are not implemented properly	Risking the hotel operations and reputation				Supervision committee to implementation		Daily reporting system on the advances of implementation	Cooperative work spirit is encouraged	---	-----	External supervision and evaluation committee
<b>Waste of resources</b>	Hotel resources are consumed improperly	Shortage of resources and low quality of service				Monitoring resource consummation rates		Each department is responsible for resources sufficiency reports	All departments	----	-----	Developing effective consummation Reporting system



## Appendix 4: Hotel plans

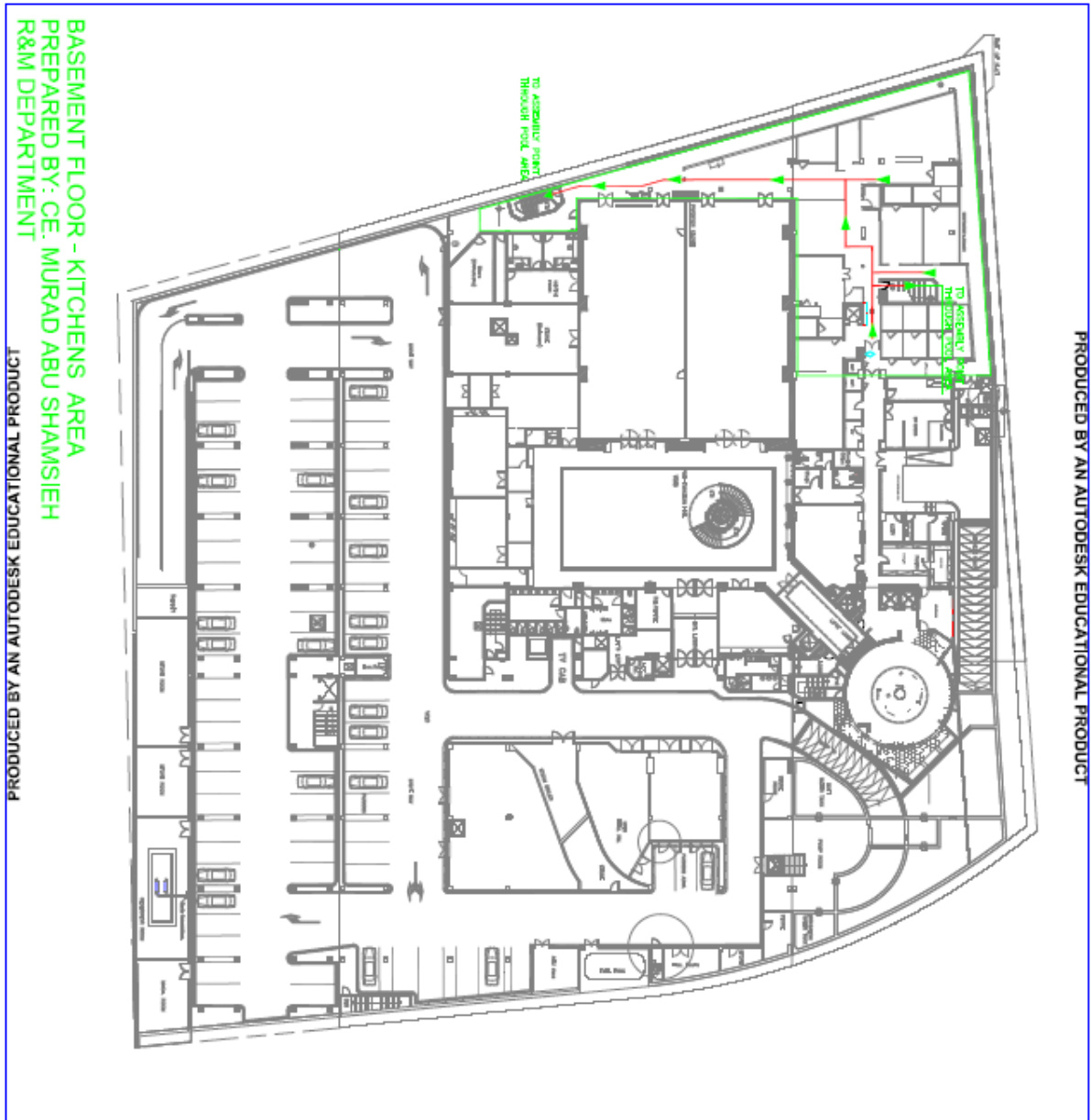


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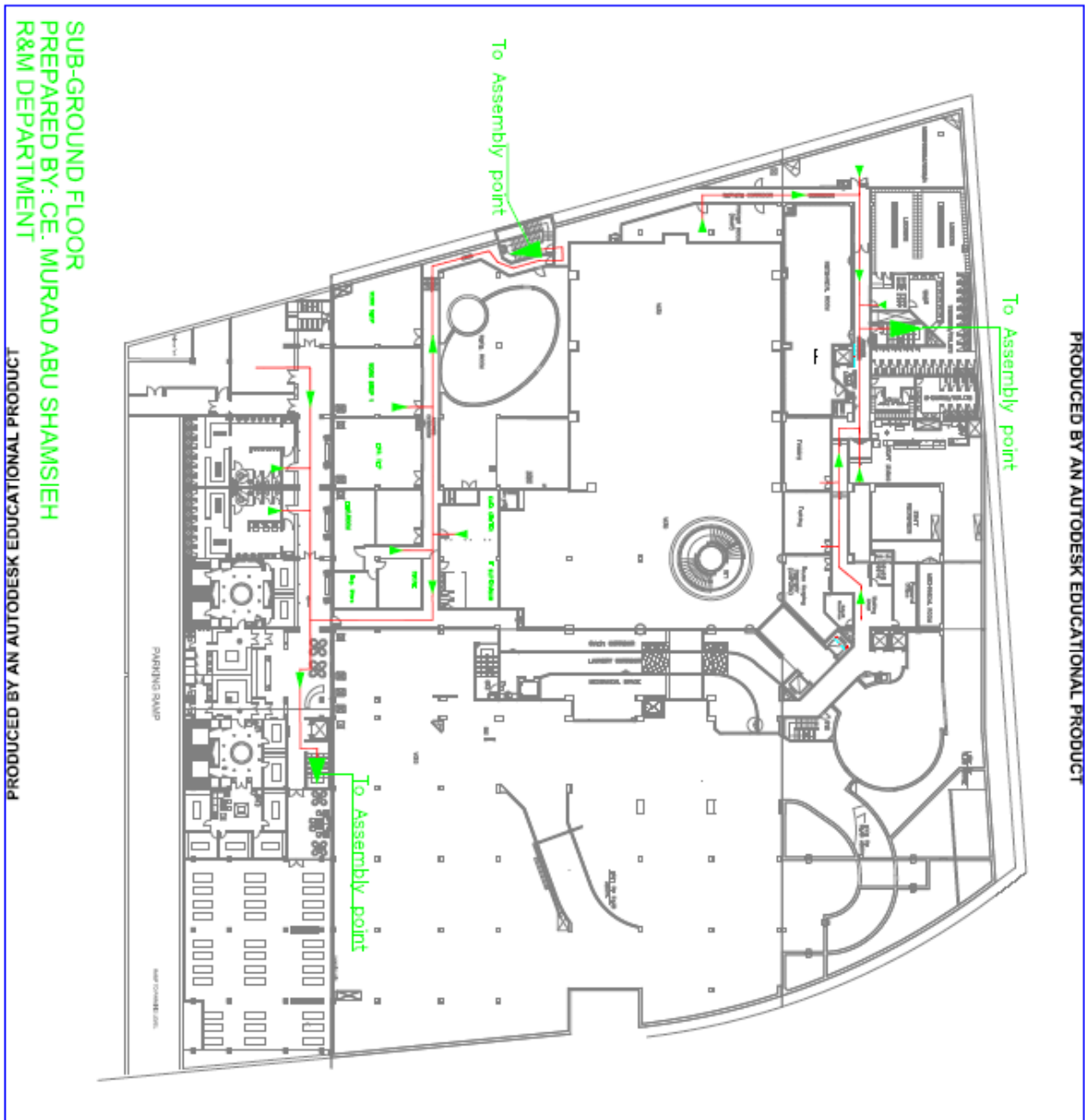


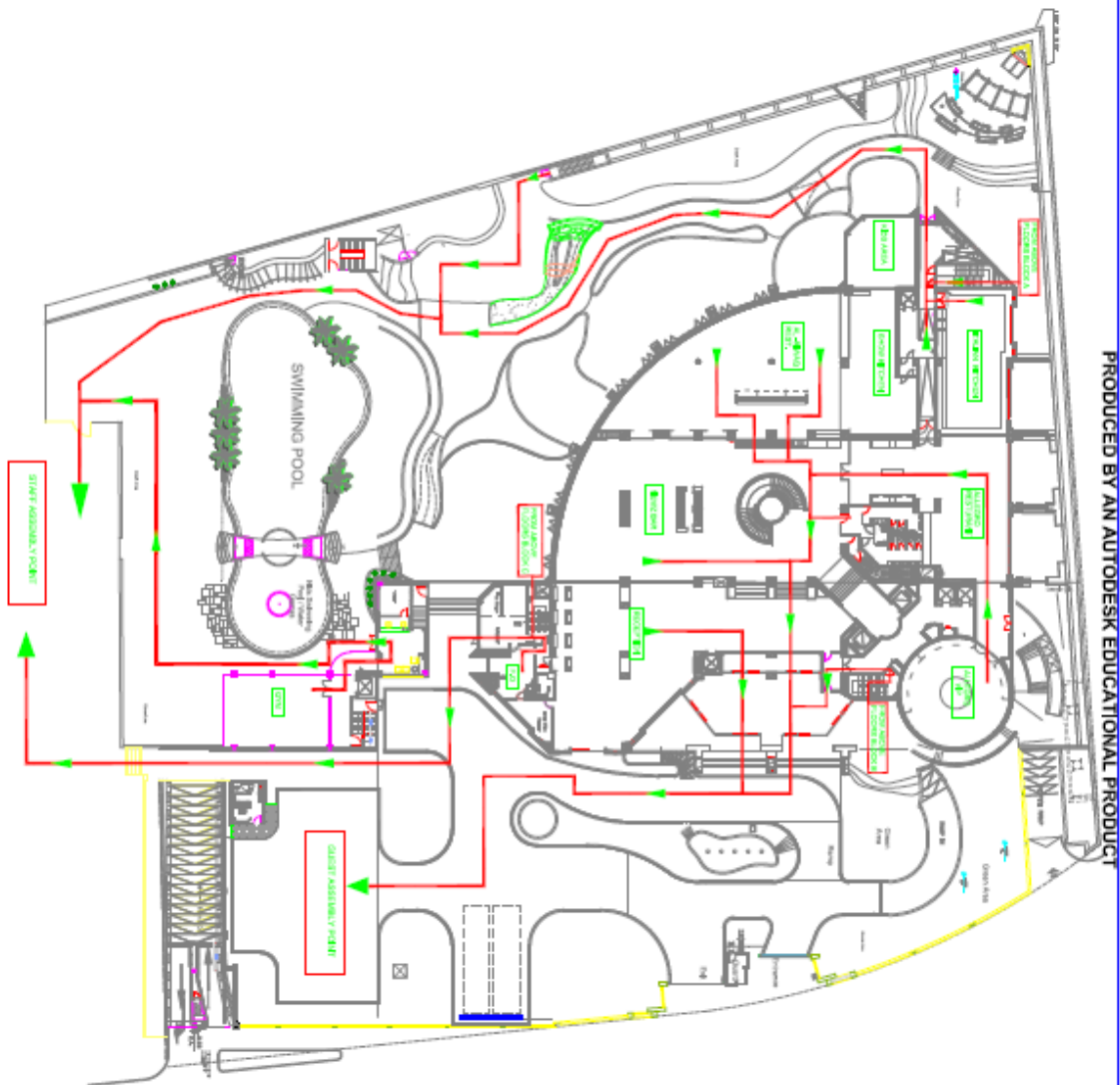
SUB-BASEMENT FLOOR - LAUNDRY  
 PREPARED BY: CE. MURAD ABU SHAMSIEH  
 R&M DEPARTMENT

PRODUCED BY AN AUTODESK EDUCATIONAL PRODUCT

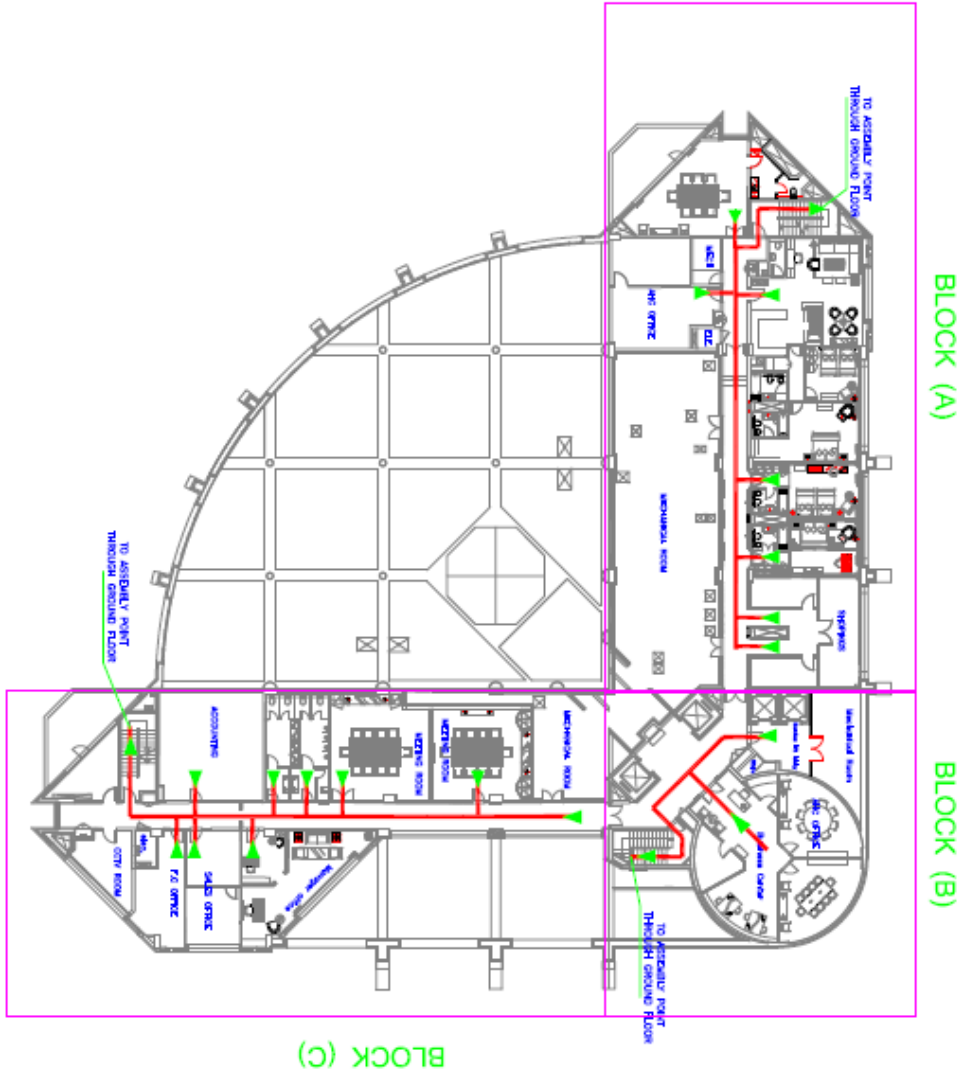




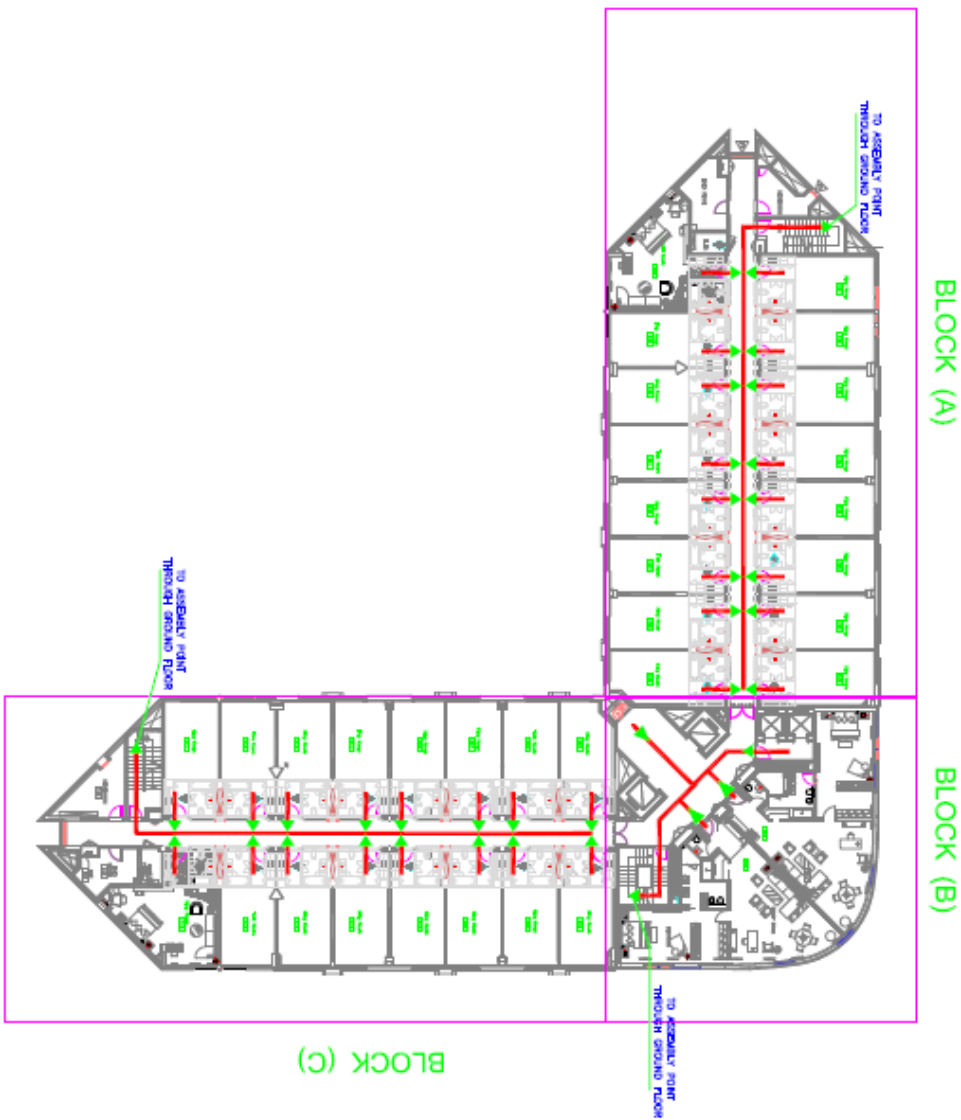




GROUND FLOOR  
 PREPARED BY: CE. MURAD ABU SHAMSIEH  
 R&M DEPARTMENT

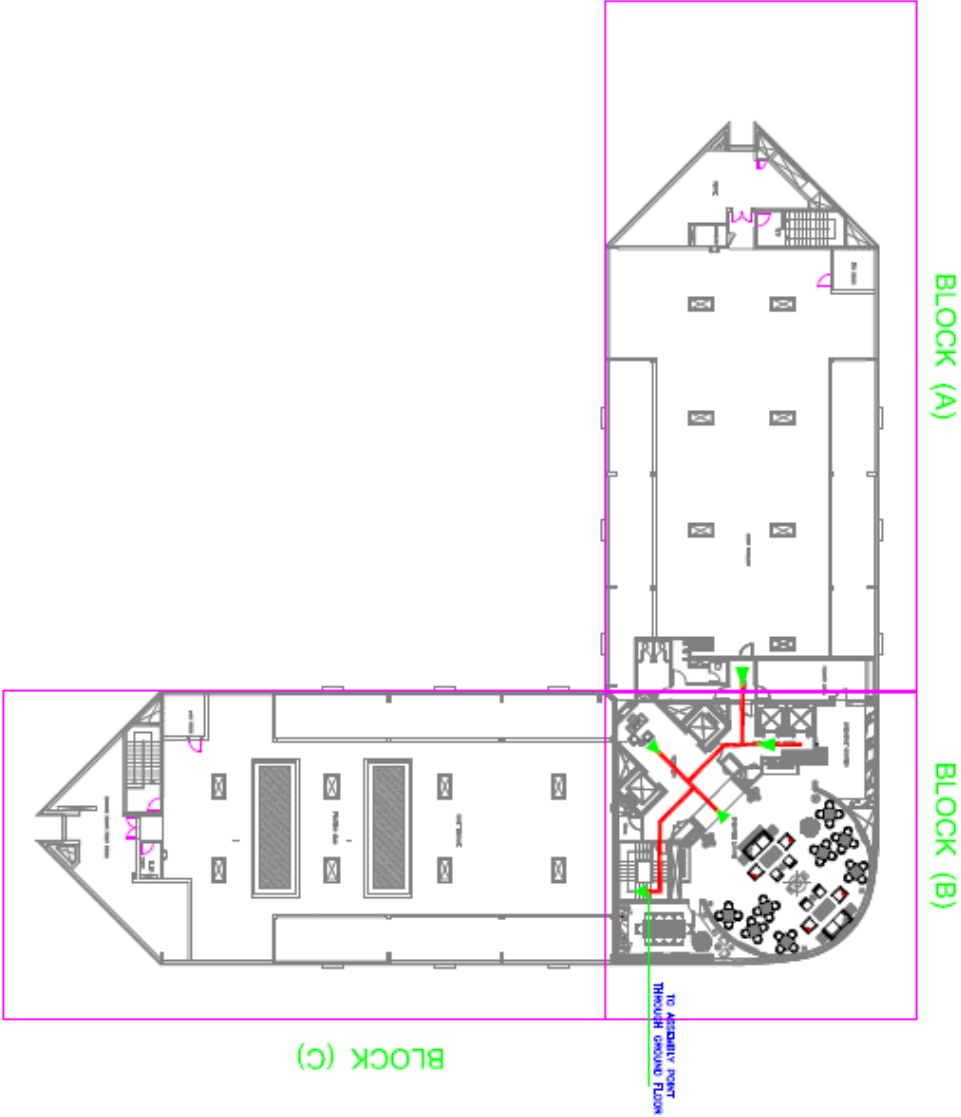


MEZZANINE FLOOR  
PREPARED BY: CE. MURAD ABU SHAMSIEH  
R&M DEPARTMENT



TYPICAL FLOORS (1ST - 5TH )  
PREPARED BY: CE. MURAD ABU SHAMSIEH  
R&M DEPARTMENT





ROOF FLOOR  
PREPARED BY: CE. MURAD ABU SHAMSIEH  
R&M DEPARTMENT

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

## ملخص الدراسة

تطوير نموذج خطة مخاطر استراتيجية للفنادق العاملة في الضفة الغربية: دراسة حالة فندق الموفينيك

اعداد

لؤي محمد رجا عريدي

اشراف

د. شريف مصباح أبو كرش

هدف هذا البحث لتطوير خطة إدارة مخاطر من خلال فنادق ومطاعم موفينيك (مليونيوم)

كدراسة حالة.

وقد تم استخدمت مقابلة وقائمة مرجعية لجمع المعلومات من المدير العام ومديري

الإدارات. وقد ساعدت هذه المعلومات على معرفة العديد من الجوانب المتعلقة بالطريقة التي يدير

بها الفندق المخاطر.

وقد كان الهدف من تطوير خطة استراتيجية لإدارة المخاطر لفندق موفينيك (مليونيوم) في

رام الله هو إدارة مخاطر الفندق بسرعة وتنفيذ عمليات الأعمال العادية بفاعلية، ولحماية شركاء

وأصول الفندق، وكذلك لضمان استمرارية الوظائف العملياتية المهمة.

تم استخدام نموذج ادارة مخاطر كاستراتيجية لتطوير خطة الفندق لمواجهة المخاطر والفرص، من خلال عملية إدارة المخاطر في المؤسسة، وتساعد عملية إدارة مخاطر الشركات في ضمان وجود نظام تقارير فعال يتواءم والأنظمة والقوانين المعمول بها، ويساعد على تجنب الاضرار التي قد تحيق بسمعة الاعمال وتنطوي على عواقب ضارة، وقد أظهرت هذه الدراسة كيف أن ادارة مخاطر الشركات تساعد الفندق على تحقيق اهدافه والوصول إلى أهدافه وتجنب الهفوات والكبوات والمفاجآت على المدى البعيد.