

أدارة المخاطر : تطوير خطة مخاطر للفنادق العاملة في الضفة الغربية دراسة حالة فندق الموفنبيك / ميلينيوم

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ملخص:

هدف هذا البحث إلى لتطوير خطة إدارة مخاطر من خلال فنادق ومطاعم موفنبيك (ميلينيوم) كدراسة حالة، وقد استخدمت المقابلة والقائمة المرجعية لجمع البيانات والمعلومات من المدير العام ومديري الإدارات، وقد ساعدت هذه البيانات والمعلومات على معرفة الكثير من الجوانب المتعلقة بالطريقة التي يدير بها الفندق المخاطر، حيث كان الهدف من تطوير خطة استراتيجية لإدارة المخاطر لفندق موفنبيك (ميلينيوم) في رام الله هو إدارة مخاطر الفندق بسرعة وتنفيذ عمليات الأعمال العادية بفاعلية، ولحماية شركاء وأصول الفندق، وكذلك لضمان استمرارية الوظائف العمليات المهمة. وقد تم استخدام نموذج إدارة مخاطر محدد كاستراتيجية لتطوير خطة الفندق لمواجهة المخاطر والفرص، من خلال عملية إدارة المخاطر في المؤسسة. وتساعد عملية إدارة مخاطر الشركات في ضمان وجود أنظمة تقارير فاعلة توائم الأنظمة والقوانين المعمول بها، وتساعد في تجنب الإضرار التي قد تحيق بسمعة الأعمال وتنطوي على عواقب ضارة. وقد أظهرت هذه الدراسة كيف أن إدارة مخاطر الشركات تساعد الفندق في تحقيق أهدافه، وتجنب الهفوات والصعوبات والمفاجآت على المدى البعيد. وكشفت النتائج أن فنادق ومطاعم موفنبيك (ميلينيوم) وضعت خططا استمرارية مختلفة لمواجهة أي مشاكل محتملة، ولكن هناك خطط لديها بعض النقص والإخفاقات التي اقترحتها الدراسة. وخلصت الدراسة إلى أن ادارة فنادق ومطاعم موفنبيك (ميلينيوم) قد وضعت استراتيجية لإدارة المخاطر المؤسسية للتعاطي مع المخاطر بشكل فاعل ضمن فئة المخاطر المحددة، كما أن التقييم المستمر لجميع الأوضاع سيجعل خطة إدارة المخاطر الاستراتيجية ناجحة، وستحمي قطاع الضيافة المتنامي بسرعة. وتوصي الدراسة بأن يتم تشجيع الفنادق في فلسطين على التعاون في وضع خطط المخاطر لرفع مستوى الخدمات المقدمة. وتوصي الدراسة بأن يتم فحص خطط المخاطر التي يعدها كل فندق بشكل دوري لتقليل أية مخاطر مستقبلية. وتوصي أيضا بالعمل على إعداد خطط المخاطر الاستراتيجية المثالية وإعدادها بالتعاون بين وزارة السياحة والآثار من جهة، والفنادق وخبراء التخطيط الاستراتيجي، من جهة أخرى، لتطوير أداء المؤسسات الفندقية.

كلمات مفتاحية: أدارة المخاطر، خطة المخاطر، فندق موفنبيك (ميلينيوم)، فلسطين.

Risk Management: Developing Risk Plan for Hotels Operating in the West Bank

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Abstract:

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 the 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 study 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. The Findings in the study revealed that the Movenpick Hotels have developed various continuity plans to face any potential problems but their 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 its plans. The study concluded that the plan has developed an enterprise risk management strategy to respond the hotel risk effectively within a specific risk category. Continuous assessment of all the modes will make the strategic risk management plan successful and will protect the Movenpick Hotel in the fast growing hospitality industry. The researchers proposed the following recommendations to be taken into consideration by the interested parties and institutions: Hotels in Palestine are encouraged to cooperate together to share the risks mitigation experiences, share to elevate the level of services provided in Palestine. Risk plans which are prepared by each hotel should periodically inspected to minimize any future risks. Ideal strategic risk plans should be worked on and prepared in cooperation with the Ministry of Tourism, hotels and strategic planning experts to develop the performance of hotels.

Keywords: Risk management, Risk plan, Movenpick Hotel (Millennium), Palestine.

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.

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.

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, Integration of 'risk' as a factor in decision making., The importance of the risk management system to the future viability of the Hotel.

4. Scope of the Study

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.

5. Literature review and studies

5.1 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).

5.1.1 Risk Management

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). 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 program 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)

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)

Risk Chart

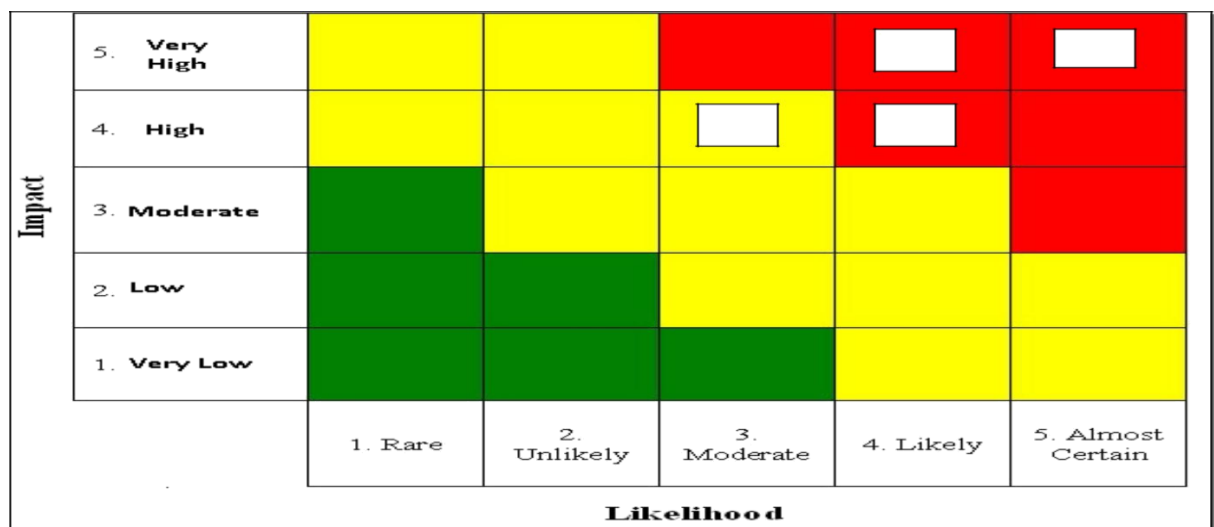


Figure (1) Risk Chart (IRM, 2002)

Risk Table

Table (1) Risk table

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

(Tummala & Schoenherr, 2011, p.474)

5.1.2 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 depending 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.

5.1.3 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

5.1.4 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	Indirect Disruption Examples
Crime/Fraud/ Terrorism	External Financial Crisis
Fire	Pandemic Issue
Flooding	Currency Fluctuation
Bomb threat	Legislative Practices
IT Failure	Adverse Weather Conditions
High Security Alert	Transport Disruptions
Industrial Action	

5.2 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.

Tosto vrsnik, 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.

6. 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)

6.1 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.

6.2 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.

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).

6.3 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.

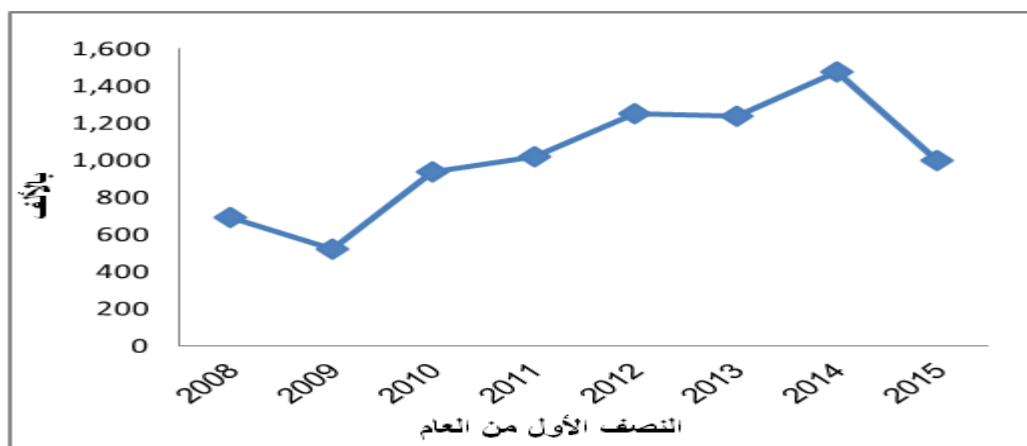


Figure (2) Number of arrivals during the first half of the years (2008-2015)

(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

Indicator	2nd Quarter 2016	2nd Quarter 2015	1st Quarter 2016
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.

7. Methodology and procedure of research

7.1 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.

7.2 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.

7.3 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.

8. Findings, Conclusions, and Recommendations

8.1 Findings: The study 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 Movenpick Hotels have developed various risk and continuity plans to face any potential problems but their 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.

8.2 Conclusions: This study 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 plan 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.

8.3 Recommendations: Based on the research findings, the researchers propose 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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ID	Description of Risk	Impact on Project (Identification of Consequences ¹)	Change	Mitigation Actions (Preventative or Contingency)	Individual/ Group Responsible for Mitigation Action(s)	WBS ²
Local Area Network Failure	The local internet connection fails or breaks down	-Loss of power -File Server -Hardware failure -Application Failure -Network Hardware (Hub, Switch, and Router) failure	IT department is educated on the procedures followed to deal with LAN failure. The system restoration procedures are applied immediately	Building backup system for the vital department of the hotel Working on getting internet services from alternative providers	IT department	IT emergence and continuity plan
Fire Alarm Failure	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	Regular inspection during the day Safety reports are sent following every inspection
Water System Failure	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	Water supply backup plan
Gas system Failure	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	Gas alternatives F & B emergency suppliers
Missing HR infrastructure	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	Training program of the employees during trial period and after hiring
Lack of discipline in implementation	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
Waste of resources	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

Summary of Risk Plan for Movenpick (Millennium) Hotel Management (2016-2020):

1 This can be useful in identifying appropriate mitigation actions.

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