SUMMARY

Successful hotel development requires familiarity with more than the vital planning techniques and design criteria. Equally essential is an understanding of the many financial, operational, and organizational procedures and processes that must be taken into consideration when developing a hotel so that it can prosper as a business enterprise.

The project management must thus take a systemic perspective of an entire hotel development, balancing the needs of the hotel owner, operator and the requirements of the guests. The project manager must be able to co-ordinate, communicate and collaborate with his ever diverse project team members in the evaluation of the design brief, physical planning of hotel, supervision of its construction and pave the way for smooth handing over upon it completion.

This dissertation reviews the background of hotel developments, examines the current status of local and overseas hospitality industry to set the right key of market sentiment. It provides an overview to the various types of hotel development and choice of operational arrangement. It also spans through the main development phases, namely; inception phase, design phase, construction phase and completion phase to explain the actual involvement of the project manager. Particular attention was paid to various challenges
encountered by the project manager in the area of technical expertise required in hotel planning, limited input on setting premises for feasibility studies, and fairly little control over the provisions of the hotel management contracts.

The project also explores the impact of the choice of hotel operating agreement of hotel management have on the project management. This includes the imposition of technical service by operator, setting of design and operational requirements, budget on pre-opening expenses, milestones for staff training, commissioning and the soft opening, as well as the effect of the operator's equity contribution to the entire development.

Finally, dynamic projections of the future trends, including the usage of information technology, amalgamation of chain operators, specialised medical hotel, shared concept of condo-hotel, pressure towards mixed-use development, etc., which an up-dated project manager should be kept in-pase of, with the required quality of manager in the year 2000 conclude the research study.