



# AGORÀ ITALIAN ACADEMY

## PROGRAMME SYLLABUS

# ADVANCED TRAINING COURSE IN MANAGEMENT CONTROL & BUDGETING FOR HOSPITALITY

**Edition:** 2027–2028

**Programme Start:** 15 March 2027

**Programme Completion:** 15 March 2028

**Duration:** 12 months

**Total:** 30 ECTS

**Language:** English

**Delivery:** Online + Individual Study + Case Studies + Project Work

**Programme Director:** Marco Costa

## 1. PROGRAMME PURPOSE

The programme develops practical financial and managerial competences for planning, monitoring and evaluating the economic performance of hospitality organisations.

## 2. LEARNING OUTCOMES

Participants will be able to:

- prepare operational and financial budgets;
- analyse costs and margins;
- calculate break-even points;
- monitor departmental performance;
- develop and interpret KPIs;
- prepare financial forecasts;
- evaluate investments and ROI;
- support management decisions through financial analysis;
- use digital tools for financial management.

## 3. PROGRAMME STRUCTURE

| Component          | ECTS | Hours |
|--------------------|------|-------|
| Academic Modules   | 21   | 576   |
| Final Project Work | 9    | 144   |

| <b>Component</b> | <b>ECTS</b> | <b>Hours</b> |
|------------------|-------------|--------------|
| <b>TOTAL</b>     | <b>30</b>   | <b>720</b>   |

## **4. FINAL PROJECT WORK**

### **9 ECTS – 144 hours**

The Final Project requires participants to develop an applied financial plan or management-control project for a hospitality organisation.

The project may include budgeting, cost analysis, KPI design, financial forecasting and performance evaluation.

## **5. TEACHING & LEARNING METHODOLOGY**

- online lessons;
- guided individual study;
- financial analysis;
- case studies;
- budget simulations;
- practical exercises;
- Project Work;
- final assessment.

## **6. DETAILED CURRICULUM**

### **Module 1 – Principles of Cost Accounting**

Fundamentals of cost classification, cost centres, direct and indirect costs and analytical accounting systems.

### **Module 2 – Budgeting and Forecasting**

Budget preparation, forecasting methods, planning cycles and variance analysis.

### **Module 3 – Cost Analysis and Break-Even Studies**

Cost-volume-profit analysis, margins, break-even points and profitability analysis.

### **Module 4 – Management Control Systems in Hospitality**

Management control systems, departmental performance and hospitality KPIs.

### **Module 5 – Investment Analysis and ROI**

Investment appraisal, return on investment and financial decision-making.

### **Module 6 – Financial Reporting and Regulatory Compliance**

Financial reporting, reporting structures and regulatory considerations.

## **Module 7 – Digital Tools for Financial Management**

Digital systems, financial software, data management and technology-supported control.

## **Module 8 – Hotel Finance Case Studies**

Applied analysis of financial situations in hotels and restaurants.

## **Module 9 – Final Project – Applied Financial Plan**

Development of an applied financial plan for a hospitality organisation.

## **7. ASSESSMENT**

- assignments;
- case studies;
- practical exercises;
- budget simulations;
- Project Work;
- final presentation and assessment.

## **8. QUALITY ASSURANCE**

Internal Quality Assurance procedures cover programme design, learning outcomes, teaching, assessment, student feedback and continuous improvement.

## **9. ADMISSION REQUIREMENTS**

- Upper-secondary diploma or equivalent qualification, or university degree;
- English language competence approximately at B1 level or higher;
- motivation letter;
- admission interview.

Previous experience in hospitality, finance or management is considered an advantage.

## **10. CERTIFICATION**

Upon successful completion of the programme and final assessment:

**CERTIFICATE OF ADVANCED TRAINING IN MANAGEMENT CONTROL & BUDGETING FOR HOSPITALITY**

**Programme workload: 30 ECTS**

