# ADVANCED TRAINING COURSE IN HOTEL MANAGEMENT AND OPERATIONS

Programme Syllabus 2027-2029
27 October 2026

## Programme identification

| Item | Description |
|---|---|
| Provider | Agorà Italian Academy, based in Slovakia |
| Programme Director and Principal Lecturer | Mauro Di Chicco |
| Language | English |
| Duration | 24 months |
| Dates | 15 March 2027–15 March 2029 |
| Format | Live online teaching, guided study, assignments, WBL and Final Project |
| Reference workload | 1,343 clock hours |
| Mandatory WBL | At least six months overall |
| Final certificate | Certificate of Advanced Training in Hotel Management and Operations |

## 1. Programme overview

The programme prepares aspiring hotel supervisors and managers, starting from the foundations of hotel business and operations.

Learning follows four interconnected functions:

**PLANNING → ORGANISING → CONTROLLING → EVALUATING**

Participants connect business objectives, people, resources, departmental processes, service quality and financial and operational results.

The curriculum includes planning, budgeting, commercial development, Revenue Management, leadership, operational administration, procurement, service coordination, management control and improvement.

AI applications support analysis and decision-making within each function. Participants verify data, assumptions and outputs and retain responsibility for their decisions.

## 2. Target participants and admission

Open to applicants aged 18 or over who have completed compulsory schooling in their education system and seek a pathway in hotel operations and management. Previous specialist hotel-management knowledge is not required.

Admission considers motivation, aptitude and initial preparation, identifying support needs. Participants need sufficient English to follow teaching and complete activities.

Career progression depends on demonstrated competence, experience and employers' requirements.

## 3. Learning outcomes

Successful participants will be able to:

1. Explain hotel departments and their contribution to business results.
2. Develop a basic business and operational plan.
3. Prepare and interpret budgets, forecasts and resource requirements.
4. Organise roles, workflows, staffing and departmental coordination.
5. Apply operational-management principles to Front Office, Housekeeping and F&B.
6. Compare marketing, distribution, pricing and sales options.
7. Read and check operational administrative documents, receipts, payments and stock information.
8. Interpret indicators, investigate deviations and assess service quality.
9. Recognise operational risks and coordinate reporting and intervention within their responsibilities.
10. Compare improvement options considering costs, quality, people and sustainability.
11. Critically use AI and protect confidential information.
12. Demonstrate workplace learning and reflect on supervisor feedback.
13. Develop and defend an evidence-based Final Project.

## 4. Workload

All figures below are **60-minute clock hours**, describing the programme's planning reference.

| Component | Hours |
|---|---|
| Management classes, including AI applications | 40 |
| Department preparation | 6 |
| Guided independent study | 126 |
| Independent assignments | 28 |
| Additional assessments and WBL discussions | 3 |
| Final Project and discussion | 100 |
| WBL planning reference | 1,040 |
| **Total** | **1,343** |

Management teaching comprises 34 original one-hour lessons and six additional one-hour extensions, delivered through six two-hour meetings.

Guided study includes 108 original hours and 18 hours supporting the six extensions. Materials are designed to fit the allocated time.

Assignments comprise four hours for the preparatory case and six hours for each management function.

The additional assessment allocation comprises four 30-minute assessments and two 30-minute WBL discussions.

No activity is counted twice. Viewing recordings for study is included within study hours; verified recovery replaces the corresponding missed activity.

The workload does not declare formally awarded ECTS credits. Any future accreditation application will use the required classification and units separately.

## 5. Educational Plan

**Module 1 — Foundations of Hotel Business and Operations**

Hotel types, guests, departments, services, objectives and responsibilities. Introduction to the four management functions.

**Outcome:** explain the hotel as an interconnected operational and business system.

**Module 2 — Planning: Business Planning and Strategic Vision**

Market, demand, competition, positioning, objectives, operational plans, business models and alternative scenarios. Critical use of AI-supported information.

**Outcome:** formulate a coherent plan and justify its assumptions.

**Module 3 — Planning: Budgeting, Forecasting and Operational Administration**

Revenue, costs, resource requirements, staffing costs, purchasing needs and financial forecasts. Distinction between revenue and cash receipts, costs and payments. Administrative documents and information for accounting.

**Outcome:** prepare basic forecasts and identify inconsistencies in supporting information.

**Module 4 — Organising: People, Leadership and Personnel Administration**

Roles, recruitment criteria, staffing needs, shifts, delegation, feedback, motivation, performance review and personnel documentation.

Participants distinguish the Slovak reference context from employment rules applicable in the WBL country and identify when specialist HR advice is required.

**Outcome:** organise work and people within defined responsibilities and constraints.

**Module 5 — Organising: Hotel Services and Procurement**

Front Office, Housekeeping and F&B coordination. Procedures, standards, purchasing requirements, supplier comparisons, orders, deliveries, storage and inventory.

**Outcome:** analyse workflows and coordinate resources and services.

**Module 6 — Organising: Marketing, Sales and Revenue Management**

Marketing plans, commercial communication, channels, commissions, pricing, availability and operational capacity. Appropriate AI applications.

**Outcome:** compare commercial alternatives and explain operational implications.

**Module 7 — Controlling: Performance and Operational Records**

Indicators, reporting, budget comparisons, deviations, cash reconciliation, supporting documents and stock discrepancies. Reliability of data and AI-supported analysis.

**Outcome:** identify anomalies and formulate justified follow-up actions.

**Module 8 — Controlling: Quality, Guest Information and Operational Continuity**

Service standards, complaints, guest documentation, confidentiality, maintenance reporting, external interventions, safety and emergency coordination.

Teaching does not replace mandatory safety training or authorise technical tasks outside the participant's role.

**Outcome:** recognise problems, activate appropriate responsibilities and document follow-up.

**Module 9 — Evaluating: Investment, Sustainability and Improvement**

Possible causes, investment appraisal, ROI, resource use, waste, environmental impacts and consequences for people.

**Outcome:** compare alternatives and define actions, responsibilities and monitoring criteria.

**Module 10 — Department Preparation and WBL**

Six department-specific preparatory classes, individual objectives, workplace activities, supervision, records and evaluation.

**Outcome:** apply and demonstrate learning in the assigned workplace context.

**Module 11 — Final Project**

Problem definition, evidence, analysis, proposed solutions, critical AI use, limitations and monitoring.

**Outcome:** integrate the four management functions into a justified proposal.

Digital information management, communication, cybersecurity awareness and sustainability are developed across relevant modules.

## 6. Teaching and resources

Teaching uses Zoom, explanations, cases, demonstrations, discussion and practical activities.

Preparatory materials are emailed by the Friday before the Saturday class.
Recordings on the Academy's YouTube channel support study.

Assignments receive feedback and revision within allocated hours. Simulated or authorised anonymised data may be used.

A recording viewed without verified follow-up does not establish recovery.

**Main reference:**
Mauro Di Chicco and Vincenzo Presti, *Il processo di management alberghiero*, Edizioni Giuseppe Laterza, 2023.

**Complementary AI reference:**
Mauro Di Chicco, *IL SISTEMA PROPONE. IL MANAGER DECIDE. — Intelligenza Artificiale e processo di management alberghiero*, completed manuscript undergoing publication.

References retain their Italian titles; materials needed for participation are progressively supplied in English.

## 7. WBL arrangements

WBL lasts at least six months overall:

- two placements of at least three months each, either two summer placements or one summer and one winter placement; or
- one continuous placement of at least six months.

The planned commitment is 40 hours weekly: six hours and 40 minutes over six days, with one rest day.

The 1,040-hour reference equals 26 weeks of 40 hours and does not replace the minimum calendar duration. Individual dates and planned hours are specified in the PFI; actual hours are recorded.

Agorà encourages diversified experience. Department changes require prior agreement with the participant and host and inclusion in the PFI. Where rotation is unavailable, suitable cross-department activities and teaching integrations are identified.

Workplace observation, simulations and assignments remain distinguishable. A positive evaluation in one department does not automatically establish all managerial competencies.

## 8. Assessment

Evidence includes assignments, four management-function assessments, workplace records, hotel evaluations, two WBL discussions and the Final Project.

Criteria include:

- understanding and appropriate application;
- accuracy of data and calculations;

- feasibility and coherence;
- critical verification of AI;
- communication and justified decisions.

Internal outcome statuses are:

- **Demonstrated**;
- **Further evidence required**;
- **Not yet demonstrated**.

Feedback identifies required revision, recovery or reassessment. These internal categories do not replace any mandatory future accreditation assessment standard.

## 9. Progression and WBL access

Initial assessment, WBL readiness and final completion are separate decisions.

Before WBL, participants must:

- complete at least 75% of the scheduled preparatory hours through attendance or verified recovery, without duplication;
- complete essential content for the placement;
- receive a positive readiness assessment from the Programme Director.

This is an internal WBL rule, separate from any statutory examination-access requirement.

## 10. WBL discussions and review

Discussions follow hotel evaluations as soon as available. They examine achievement, strengths, difficulties and agreed actions.

Two placements normally involve a discussion following each evaluation. A continuous placement involves an intermediate and concluding discussion.

Records distinguish the hotel's judgement from academic evaluation and subsequent decisions.

Requests for review follow the Academy's quality procedure.

## 11. Final Project

| Activity | Hours |
|---|---|
| Problem and objectives | 10 |
| Research and contextual analysis | 20 |
| Proposal development | 40 |
| Verification and revision | 20 |
| Presentation preparation | 9 |
| Presentation and discussion | 1 |
| **Total** | **100** |

Intermediate submissions form parts of the same project. Proposed results, simulated data and observed outcomes must be identified clearly.

## 12. Completion and certificate

Participants must demonstrate required outcomes, complete mandatory WBL and documentation, fulfil assigned recoveries and successfully present and discuss the Final Project.

Agorà issues the **Certificate of Advanced Training in Hotel Management and Operations**.

The certificate attests programme completion and assessed learning. It does not declare university credits or a statutory professional qualification.

Any future accredited version will incorporate the applicable examination, commission and certificate requirements following the accreditation process. Accreditation is not represented as already obtained.

## 13. Schedule and careers

The detailed teaching calendar is published separately on the programme webpage.

Learning prepares participants for hotel operations, departmental coordination, guest services, commercial support and performance monitoring.

With experience and demonstrated competence, progression may include supervisory and Hotel Operations Manager responsibilities. Employment is not guaranteed.

### 14. Teaching sessions and timetable

Each regular 60-minute session comprises 45 minutes of explanation, examples and guided exercises, followed by 15 minutes of formative assessment, feedback and student questions. Where there are no questions, the closing part is used for a short learning check and feedback. In 120-minute sessions, this structure is repeated in two blocks.

These activities are included in the session duration. They do not add to the stated hours or replace assessments scheduled separately. All workload figures remain expressed in 60-minute clock hours; this timetable does not declare a conversion into accreditation teaching units.

15 March 2027 marks the start of the programme. Programme classes take place on Saturdays, on the dates and at the times specified in the separate teaching calendar.

The additional Italian language and HACCP activities follow separate schedules and are not included in the programme workload stated in this syllabus.