



Detailed Syllabus – Master in Hotel Management and Operations

Module 1 – Hotel Business Strategy & Global Trends

Credits: 2.5 ECTS – 64 hours (20 online lectures + 44 hours guided study)

Learning Objectives

- Analyze global hospitality trends and market scenarios.
- Define strategic positioning of a hotel.
- Draft long-term development strategies.

Main Contents

- International hospitality industry trends.
- Competitive benchmarking.
- Strategic planning frameworks.
- Innovation in business models.

Assessment

Case study analysis and strategic plan draft.

Module 2 – Financial Analysis & Budgeting for Hotels

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Prepare and interpret hotel budgets and financial reports.
- Use tools for cost control and investment planning.
- Apply break-even and ROI analysis.

Main Contents

- Hotel financial statements.
- Budgeting and forecasting methods.
- Cost structures in hospitality.
- Financial KPIs and performance metrics.

Assessment

Homework + financial case analysis.

Module 3 – Revenue Management & Forecasting Tools

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Apply advanced revenue management techniques.
- Use forecasting tools for demand and occupancy.
- Optimize pricing and distribution strategies.

Main Contents

- Forecasting models (time series, regression).
- Dynamic pricing and inventory optimization.
- RMS (Revenue Management Systems).
- Distribution channels and OTA strategy.

Assessment

Homework and simulation exercises.

Module 4 – Marketing & Sales in International Hospitality

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Develop integrated marketing campaigns.
- Design sales strategies for different markets.
- Manage customer relationship in hospitality.

Main Contents

- International marketing strategies.
- Segmentation, targeting, positioning (STP).
- Hotel sales channels.
- Loyalty programs and CRM.

Assessment

Group project: international marketing plan.

Module 5 – Digital Hospitality & Social Media Strategy

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Understand the role of digital technologies in hospitality.
- Manage hotel reputation on digital platforms.
- Create social media campaigns for hotels.

Main Contents

- Digital transformation in hospitality.
- Online reputation management.
- Social media platforms for hotels.
- Data-driven digital campaigns.

Assessment

Project work: design a digital/social strategy for a hotel.

Module 6 – Human Resources & Multicultural Leadership

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Manage multicultural teams effectively.
- Apply HR practices in international hospitality.
- Develop leadership and motivational skills.

Main Contents

- HR policies in global hospitality chains.
- Leadership theories and applications.
- Diversity and inclusion management.
- Conflict resolution and team building.

Assessment

Role play + HR management case study.

Module 7 – Hotel Operations & Service Quality Standards

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Apply service quality standards in hotel operations.

- Understand departmental procedures and best practices.
- Manage guest experience across all touchpoints.

Main Contents

- SOPs (Front Office, Housekeeping, F&B).
- Quality assurance systems.
- Guest journey mapping.
- Benchmarking with luxury hotels.

Assessment

Homework and operational case studies.

Module 8 – Sustainability and ESG in Hospitality

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Integrate sustainability into hotel strategy.
- Apply ESG indicators in hospitality management.
- Understand environmental certifications.

Main Contents

- Sustainable tourism practices.
- ESG frameworks for hospitality.
- Green certifications (ISO 14001, Green Key).
- Case studies of sustainable hotels.

Assessment

Report: ESG analysis of a hotel chain.

Module 9 – Innovation & Artificial Intelligence Applications

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Explore AI applications in hospitality.
- Understand digital innovations in service delivery.
- Apply predictive analytics to hotel management.

Main Contents

- Chatbots, virtual assistants, and smart rooms.
- AI in CRM and recommendation systems.
- Predictive analytics for forecasting.
- Emerging technologies (IoT, blockchain).

Assessment

Project work with AI-based solutions for hotels.

Module 10 – Food & Beverage Management Excellence

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Master advanced F&B management principles.
- Design innovative F&B concepts.
- Control costs and ensure quality standards.

Main Contents

- Menu engineering and pricing.
- Supply chain management.
- Innovation in F&B operations.
- F&B service quality and guest satisfaction.

Assessment

Homework + F&B management simulation.

Module 11 – Research Methods & Data Analytics in Tourism

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Apply research methodologies to hospitality studies.
- Use data analytics tools for decision-making.
- Conduct applied research projects.

Main Contents

- Quantitative and qualitative methods.
- Data collection and analysis.
- Big data in tourism and hospitality.

- Research ethics and reporting.

Assessment

Research proposal and data analysis assignment.

Module 12 – Capstone Seminar: Emerging Challenges in Hospitality

Credits: 2.5 ECTS – 64 hours

Learning Objectives

- Identify and discuss global challenges in hospitality.
- Propose innovative solutions to real cases.
- Synthesize knowledge acquired during the Master.

Main Contents

- Crisis management in hospitality.
- Digital disruption and new business models.
- Post-pandemic hospitality trends.
- Future skills for hospitality leaders.

Assessment

Capstone project presentation.