

DETAILED SYLLABUS

Course in Management Control & Budgeting in Hospitality

(English Version)

Course Structure – 30 ECTS (~720 hours)

Module 1 – Introduction to Management Control

- Purpose and tools of management control.
- Differences between financial and managerial accounting.

Module 2 – Cost Analysis

- Fixed, variable, and semi-variable costs.
- Direct costing and full costing methods.

Module 3 – Operational and Financial Budgeting

- Structure of the budget.
- Departmental budgets (F&B, Rooms, Marketing).

Module 4 – Strategic Planning and Reporting

- Setting objectives and strategies.
- Performance indicators.
- Balanced Scorecard approach.

Module 5 – Managerial Accounting for Hotels

- Cost centers and responsibility centers.
- Departmental margin analysis.

Module 6 – Revenue Management and Forecasting

- Demand forecasting.
- Price elasticity and dynamic rates.
- Integration with budget planning.

Module 7 – Profitability Control

- Break-even analysis.
- Variance analysis (budget vs actual).
- Periodic reporting.

Module 8 – Advanced Data Analysis Techniques

- Multidimensional analysis.
- Business intelligence tools.

Module 9 – Project Work

- Simulation of an annual hotel budget.
- Project presentation and defense.