



AGORÀ ITALIAN ACADEMY

PROGRAMME SYLLABUS

ADVANCED TRAINING COURSE IN HOTEL MANAGEMENT AND OPERATIONS

Professional Profile: Hotel Operations Manager

Edition: 2027–2028

Programme Start: 15 March 2027

Programme Completion: 15 September 2028

Duration: 18 months

Total: 30 ECTS

Language: English

Delivery: Online + Individual Study + Work-Based Learning

Programme Director: Mauro Di Chicco

1. PROGRAMME PURPOSE

The programme is designed to develop managerial and operational competences required to plan, organise, control and evaluate hotel activities.

It combines structured academic learning with professional Work-Based Learning and applied Project Work/Thesis development.

2. PROGRAMME LEARNING OUTCOMES

Knowledge

Students develop knowledge of:

- hotel business models;
- strategic and operational planning;
- budgeting and financial forecasting;
- marketing and distribution;
- hotel organisation;

- Revenue Management;
- management control;
- quality management;
- digital transformation and Artificial Intelligence;
- sustainability.

Skills

Students will be able to:

- develop hotel business plans;
- prepare budgets and forecasts;
- analyse markets;
- organise hotel operations;
- coordinate teams;
- apply Revenue Management principles;
- monitor KPIs;
- analyse operational performance;
- use digital and AI-supported tools;
- evaluate management decisions.

Competences

Students will develop the ability to:

- manage hotel processes systematically;
- coordinate operational teams;
- connect strategic planning with operational execution;
- analyse performance and identify corrective actions;
- support innovation and sustainable development.

3. PROGRAMME STRUCTURE

Component	ECTS Hours	
Academic Modules	11.25	288
Work-Based Learning	15	375
Project Work / Thesis	3.75	100
TOTAL	30	763

4. WORK-BASED LEARNING

15 ECTS – 375 hours

Students undertake professional experience in partner hotels.

The Work-Based Learning component includes:

- professional placement;
- supervised activities;
- mentoring;
- monitoring;
- performance assessment;
- final report.

Work-Based Learning is an **integral component of the programme**.

5. PROJECT WORK / THESIS

3.75 ECTS – 100 hours

The final Project Work/Thesis requires students to apply the knowledge and competences developed throughout the programme to a relevant hotel management topic.

The project is developed under the supervision of Agorà Italian Academy and presented for final assessment.

6. TEACHING AND LEARNING METHODOLOGY

The programme uses:

- online teaching;
 - guided individual study;
 - assignments;
 - case studies;
 - practical exercises;
 - collaborative activities;
 - Work-Based Learning;
 - Project Work;
 - final assessment.
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7. ASSESSMENT

Assessment is based on:

- assignments;
- practical activities;
- presentations;
- Project Work;
- Work-Based Learning assessment;
- final Project Work/Thesis;
- final discussion.

8. QUALITY ASSURANCE

Agorà Italian Academy applies internal Quality Assurance procedures covering:

- programme content;
- learning outcomes;
- teaching methodology;
- Work-Based Learning;
- assessment;
- student feedback;
- programme monitoring;
- continuous improvement.

9. ADMISSION REQUIREMENTS

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

Previous hospitality experience is considered an advantage.

10. DETAILED CURRICULUM

MODULE 1 – Business Planning and Strategic Vision

Hotel business models, strategic vision, business objectives and Business Plan development.

MODULE 2 – Budgeting and Financial Forecasting

Economic and financial planning, budgeting, forecasting and analysis of key economic variables.

MODULE 3 – Marketing and Market Intelligence

Market analysis, segmentation, positioning and marketing strategies.

MODULE 4 – Organisational Models and Leadership

Hotel organisation, human resource management, leadership and team management.

MODULE 5 – Hotel Services Management

Organisation and management of the main hotel operational activities.

MODULE 6 – Sales and Revenue Management

Commercial strategies, distribution, pricing and Revenue Management.

MODULE 7 – Management Control and Performance Monitoring

KPIs, reporting, management control, variance analysis and performance monitoring.

MODULE 8 – Product Quality and Artificial Intelligence-Based Control

Quality management, monitoring systems and applications of Artificial Intelligence to hotel control processes.

MODULE 9 – Evaluation, ROI and Impact Analysis

Results evaluation, ROI, performance assessment and the impact of management decisions.

11. OFFICIAL STUDY TEXT

IL PROCESSO DI MANAGEMENT ALBERGHIERO

Mauro Di Chicco & Vincenzo Presti

Edizioni Giuseppe Laterza, 2023

The book constitutes the principal study reference for the hotel management process addressed by the programme.

12. CERTIFICATION

Upon successful completion of the programme and final assessment, Agorà Italian Academy issues:

CERTIFICATE OF ADVANCED TRAINING IN HOTEL MANAGEMENT AND OPERATIONS

Programme workload: 30 ECTS
