CORE CONCEPT

Hotel Accounting and Financial Management Course: Reporting, Analysis and Control

9 – 13 November 2026
London - Central London four-star

Hotel Accounting and Financial Management Course: Reporting, Analysis and Control

Ref: 2172_31036 **Date:** 9 – 13 November 2026 **Location:** London - Central London four-star **Fees:** 23000 SAR

Introduction:

Hotel accounting and financial management, covering reporting, analysis and control, is a 1-week course for hotel accountants, cost controllers, financial analysts and the financial controllers and directors of finance they support, ending with a Hotel Financial Performance Pack for a case hotel. Owners and general managers lose control of profit when month-end reports arrive late, budgets are not tied to revenue and staffing drivers, and fees and capital spending are tracked outside the accounts. Nominees already prepare or review hotel accounts, and teaching is by modelling build on departmental statements, budgets and owner reports. CoreConcept Training Center delivers this hotel accounting course.

Course Objectives:

- Run a hotel month-end close with accruals, prepayments and balance sheet reconciliations on a set calendar
- Prepare USALI departmental and summary operating statements and calculate GOP, GOPPAR and flow-through
- Build an annual operating budget and payroll budget from rooms revenue drivers and staffing guides
- Update rolling forecasts and explain variances by price, volume and cost drivers in monthly commentary
- Control capital expenditure, the FF&E reserve, cash flow and management fee calculations for owner reporting
- Produce a Hotel Financial Performance Pack for a case hotel

Target Audience:

- Hotel accountants responsible for general ledger, month-end close and balance sheet reconciliations
- Cost controllers responsible for departmental cost reports, payroll ratios and expense control
- Hotel financial analysts responsible for budgets, forecasts and variance commentary
- Financial controllers and directors of finance responsible for owner reporting, cash and capital control
- General managers and executive committee members responsible for acting on hotel financial results

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Course Outline:

Day 1: Hotel Finance Function and the Reporting Baseline

- Hotel Finance Function Roles From Accounts to Owner Reporting
- Hotel Chart of Accounts Structure and Departmental Coding
- Month-End Close Calendar, Accruals and Prepayments
- Balance Sheet Reconciliation Schedule for Hotel Accounts
- Current Monthly Report Pack Review Against Owner Needs

Day 2: USALI Statements and Hotel Performance Measures

- USALI 12th Revised Edition Summary Operating Statement Layout
- Departmental Income Statements for Rooms and Food and Beverage
- Undistributed Operating Expenses and Non-Operating Lines
- GOP, GOPPAR and Flow-Through Calculation Methods
- Labour Cost Ratios and Productivity Measures by Department

Day 3: Budgeting, Forecasting and Variance Analysis

- Annual Operating Budget Build From Rooms Revenue Drivers
- Departmental Payroll Budget From Staffing Guides
- Rolling Forecast Update Cycle and Reforecast Assumptions
- Variance Analysis by Price, Volume and Cost Drivers
- Monthly Commentary Writing for Department Heads and Owners

Day 4: Capital, Cash and Owner Agreement Controls

- Capital Expenditure Request, Approval and Return Appraisal
- FF&E Reserve Funding, Tracking and Draw-Down Rules
- Cash Flow Forecast and Working Capital Management
- Base and Incentive Management Fee Calculations
- Cost Control Actions Ranked by Profit Impact

Day 5: Modelling Build and the Hotel Financial Performance Pack

- Case Hotel Departmental Budget Model Build
- Case Forecast and Variance Analysis Against Budget
- Case Owner Report With Fees and FF&E Reserve
- Benchmarking Results Against a Competitive Set Profile
- Hotel Financial Performance Pack Completion and Presentation

Skills You Will Gain:

- Month-End Close Management
- USALI Financial Reporting
- Profit Flow-Through Analysis
- Operating Budget Preparation
- Rolling Forecasting
- Variance Commentary
- Capital Expenditure Control
- Owner Reporting

Why Attend This Course:

- Deliver a Hotel Financial Performance Pack to the director of finance, general manager and owner's representative
- Decide which cost lines to act on by reading flow-through and labour ratios against budget
- Avoid late month-end reports, unexplained variances and FF&E reserve or fee errors that weaken owner confidence
- Equip department heads with budget templates, variance commentary formats and close checklists built on the course

Conclusion:

Back at work, the participant gives the Hotel Financial Performance Pack to the director of finance, the general manager and the owner's representative. They use it to approve the operating budget, agree reforecast assumptions, release capital and FF&E spending and confirm management fees. After the first quarter under the pack, the unit should compare actual GOP flow-through, forecast accuracy and close timing with the baseline and adjust the drivers that missed.

Frequently Asked Questions FAQ:

What should participants know before a hotel accounting and financial management course?

Participants should already prepare or review hotel accounts and use spreadsheets for budgets or reports. Bringing an anonymised monthly report pack, budget file or departmental statement from their own hotel makes the modelling work directly useful.

How does a hotel accounting and financial management course differ from a hotel audit course?

Hotel audit courses test controls and look for leakage or errors. This course builds and uses the hotel's financial reports: month-end close, USALI statements, budgets, forecasts, variance commentary, capital and cash control and owner reporting.

Why does hotel accounting use USALI departmental statements?

USALI gives hotels a common chart of accounts and statement layout, so rooms, food and beverage and undistributed costs are reported the same way across properties. Owners, operators and lenders can then compare results and benchmark performance consistently.

What do participants take back from the hotel accounting and financial management course?

Participants take back a Hotel Financial Performance Pack with a departmental budget model, forecast and variance analysis, owner report with fees and FF&E reserve, and benchmarking results that they can adapt to their own hotel.