

### 3. Educational Programme

Head of the project group (Director of the Master's degree programme) – **Okhrimenko A.G.**, Professor, PhD in Economics, Professor of the Department of Hotel and Restaurant Business.

<b>1 – General information</b>	
<b>Full name of HEI and structural unit</b>	State University of Trade and Economics Faculty of Technologies and Business Department of Hotel and Restaurant Business
<b>Higher education degree and title of qualification in the original language</b>	Master's degree Subject Area «Management»
<b>Official title of the educational programme</b>	«Management and Business Administration in the Hospitality Industry»
<b>Compliance with the standard of higher education of the Ministry of Education and Science of Ukraine</b>	Meets the standard of higher education of the Ministry of Education and Science of Ukraine
<b>Type of diploma and scope of educational programme</b>	Master's degree, single, 90 ECTS credits, duration of study 1 year 4 months
<b>Availability of accreditation</b>	The Ministry of Education and Science of Ukraine, Ukraine, until July 01, 2024
<b>Cycle / level</b>	NQF of Ukraine - level 7, FQ-ENEA - second cycle, EQF-LLL - level 7
<b>Prerequisites</b>	Bachelor's degree
<b>Language(s) of instruction</b>	Ukrainian, English
<b>Duration of the educational programme</b>	1 year 4 months
<b>Internet address for the permanent placement of the educational programme description</b>	<a href="https://knute.edu.ua">https://knute.edu.ua</a>
<b>2 – Educational programme aim</b>	
Training of specialists capable of identifying and solving complex tasks and problems in the field of management and <i>business administration</i> or in the learning process, which involve conducting research and/or implementing innovations and are characterized by uncertainty of conditions and requirements, in particular <i>in the field of hospitality</i> .	
<b>3 - Educational programme characteristics</b>	
<b>Subject area</b>	<b>Objects of study:</b> management of organizations and their units. <b>Learning goals:</b> training of specialists capable of identifying and solving complex tasks and problems in the field of management or in the learning process, which involve conducting research and/or implementing innovations and are characterized by uncertainty of conditions and requirements.

	<p><b>Theoretical content of the subject area:</b></p> <ul style="list-style-type: none"> <li>- paradigms, laws, regularities,</li> <li>- principles, historical prerequisites of management development</li> <li>- concepts of systemic, situational, adaptive, anticipatory, anti-crisis, innovative, project management, etc.;</li> <li>- functions, methods, technologies and managerial decisions in management</li> </ul> <p><b>Methods, techniques and technologies:</b></p> <ul style="list-style-type: none"> <li>- general scientific and specific research methods (calculation-analytical, economic-statistical, economic-mathematical, expert assessment, factual, sociological, documentary, balance sheet, etc.);</li> <li>- methods of implementing management functions (marketing research methods; methods of economic diagnostics; methods of forecasting and planning; methods of designing organizational management structures; methods of motivation; methods of control; methods of evaluating social, organizational and economic efficiency in management, etc.).</li> <li>- management methods (administrative, economic, socio-psychological, technological);</li> <li>- technologies for justifying management decisions (economic analysis, simulation modeling, decision tree, etc.).</li> </ul> <p><b>Tools and equipment:</b></p> <p>modern information communication equipment, information systems and software products used in management.</p>
<b>Orientation of the educational programme</b>	Academic, educational and professional, applied programme
<b>The main focus of the educational programme</b>	<p>Focusing on the implementation of educational trajectories with an applied, scientific-research, scientific-practical and scientific-pedagogical bias.</p> <p>Special education and professional training to solve professional and scientific tasks in business administration and management of tourism, hotel and restaurant business entities.</p> <p><b>Keywords:</b> tourism and hotel and restaurant management, tourism and hotel and restaurant business, business administration, personnel management, revenue management, corporate management, service quality management, strategic marketing, project management.</p>
<b>Programme features</b>	Interdisciplinary and multidisciplinary training of specialists in management of organizations and their divisions and business administration, in particular in the field of hospitality. Annual certified practical training and internship abroad. Interactive on-site practical classes. Involvement of foreign scientists and practical workers in the field of hospitality in the educational process.
<b>4 – Graduate employability and further learnability</b>	
<b>Employment suitability</b>	<p>DK 003: 2010 "National Classifier of Ukraine. Classification of Professions"</p> <p>12 Heads of enterprises, institutions and organizations  13 Heads of small enterprises without management apparatus  14 Managers (administrators) of enterprises, institutions, organizations and their divisions  1448 Managers of travel agencies and travel bureaus  1455 Managers (administrators) in hotels and other places of</p>

	<p>accommodation</p> <p>1456 Manager (an administrator) of food safety systems</p> <p>1456.1 Managers (administrators) in restaurants</p> <p>1456.2 Managers (administrators) in cafes, bars, canteens</p> <p>1456.3 Managers (administrators) at enterprises that prepare and supply ready meals</p> <p>1492 Managers (administrators) in the field of culture, recreation and sports</p> <p>1229.6 Heads of units in the sphere of culture, recreation and sports</p> <p>1229.7 Heads of other main divisions in other spheres of activity</p> <p>1238 Project and program managers</p> <p>1225 Heads of production units in restaurants, hotels and other places of accommodation</p> <p>1317 Managers of small enterprises without management apparatus in commercial service</p> <p>2320 Teachers of secondary educational institutions</p> <p>2310.2 Other teachers of universities and higher educational institutions</p> <p>2351.1 Research staff (learning methods)</p> <p>2359.1 Other research workers in the field of education</p> <p>2359.2 Other specialists in the field of education</p> <p>2412.1 Research staff (work, employment)</p> <p>2419.1 Research staff (marketing, business efficiency, rationalization of production)</p> <p>2481 Professionals in the field of tourism</p> <p>2481.1 Research staff (tourism, excursion science)</p> <p>2481.2 Tourism experts</p> <p>2483 Professionals in the field of sanatorium-resort business</p> <p>2483.1 Research staff (recreation)</p> <p>2483.2 Professionals in the sanatorium-resort business</p> <p>2441.2 Economists</p> <p>Brand manager of territories</p> <p>SMM manager</p> <p><i>Obtaining professional certificates based on the results of practical training</i></p>
<b>Further learning opportunities</b>	Master can continue education at the educational and educational-scientific level, improve qualification and receive additional postgraduate education.
<b>5 – Teaching and assessment</b>	
<b>Teaching and learning</b>	Student-centered learning, self-learning, problem-oriented learning. Lectures, practical classes, independent work based on coursebooks, study guides and lecture notes, learning through practical training and professional internship, consultations with teachers, preparation for the certification exam and public defense of the qualifying paper.
<b>Assessment</b>	Written exams, practical training; essays, presentations, scientific presentations, current control, certification exam, graduate qualification work, etc. Assessment is carried out in accordance with the "Regulations on the organization of the educational process of students" and "Regulations on the assessment of learning outcomes of students and graduate students of SUTE".

<b>6 – Programme competencies</b>	
<b>Integral competence</b>	The ability to solve complex tasks and problems in the field of management and <i>business administration</i> or in the learning process, which involve conducting research and/or implementing innovations under uncertain conditions and requirements, in particular <i>in the field of hospitality, which comes with the application of theories, methods, techniques and technologies management.</i>
<b>General competencies (GCs)</b>	<p><b>GC 1.</b> The ability to conduct research at the appropriate level</p> <p><b>GC 2.</b> The ability to communicate with representatives of other professional groups of different levels (with experts from other fields of knowledge/types of economic activity)</p> <p><b>GC3.</b> The ability to use information and communication technologies</p> <p><b>GC 4.</b> The ability to motivate people and move towards a common goal</p> <p><b>GC 5.</b> The ability to act on the basis of ethical considerations (motives)</p> <p><b>GC 6.</b> The ability to generate new ideas (creativity)</p> <p><b>GC 7.</b> The ability to abstract thinking, analysis and synthesis.</p>
<b>Special (professional, subject) competences (SCs)</b>	<p><b>SC 1.</b> The ability to choose and use concepts, methods and tools of management and <i>business administration</i>, including in accordance with defined goals and international standards.</p> <p><b>SC 2.</b> The ability to establish values, vision, mission, goals and criteria by which the organization determines further directions of development, to develop and implement relevant strategies and plans, in particular <i>in the field of hospitality.</i></p> <p><b>SC 3.</b> The ability to self-development, lifelong learning and effective self-management.</p> <p><b>SC 4.</b> The ability to effectively use and develop human resources in the organization, in particular <i>in the field of hospitality.</i></p> <p><b>SC 5.</b> The ability to create and organize effective communications in the process of management and business administration.</p> <p><b>SC 6.</b> The ability to form leadership qualities and demonstrate them in the process of managing people.</p> <p><b>SC 7.</b> The ability to develop projects, manage them, show initiative and entrepreneurship, in particular <i>in the field of hospitality.</i></p> <p><b>SC 8.</b> The ability to use psychological technologies for working with personnel.</p> <p><b>SC 9.</b> The ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation, in particular <i>in the field of hospitality.</i></p> <p><b>SC 10.</b> The ability to manage the organization and its development, in particular in accordance with the trends of the tourist, hotel and restaurant business.</p> <p><b>SC 11.</b> <i>The ability to integrate knowledge and solve complex problems of management and business administration in the field of hospitality in multidisciplinary contexts, in new or unfamiliar environments in the presence of incomplete or limited information.</i></p>
<b>7 – Programme learning outcomes (PLOs)</b>	
	<b>1.</b> Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable

	<p>conditions;</p> <ol style="list-style-type: none"> <li>2. Identify problems in the organization and justify methods of solving them;</li> <li>3. Design effective management systems of organizations;</li> <li>4. Justify and manage projects, generate business ideas;</li> <li>5. Plan the activities of the organization in strategic and tactical sections;</li> <li>6. Have the skills to make, substantiate and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility;</li> <li>7. Organize and carry out effective communications within the team, with representatives of various professional groups and in an international context;</li> <li>8. Apply specialized software and information systems to solve organizational management problems;</li> <li>9. Be able to communicate in professional and scientific circles in national and foreign languages;</li> <li>10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional tasks;</li> <li>11. Ensure personal professional development and planning of own time;</li> <li>12. Be able to delegate authority and management of the organization (subdivision);</li> <li>13. Be able to plan and carry out informational, methodical, material, financial and personnel support of the organization (subdivision);</li> <li>14. <i>The ability to manage innovative, commercial, marketing activities, develop and implement management and administration strategies and programs in the field of hospitality in multidisciplinary contexts;</i></li> <li>15. <i>The ability to influence consumer behavior and form segments of loyal consumers.</i></li> </ol>
<b>8 – Resource support for programme implementation</b>	
<b>Staffing support</b>	95% of the teaching staff involved in teaching professionally oriented disciplines have scientific degrees in their specialty. Domestic and foreign specialists from the professional environment of tourism, hotel and restaurant business, as well as the field of retail services are invited to conduct problem lectures.
<b>Material and technical support</b>	<p>Classroom of Digital technologies in the hotel and restaurant business</p> <p>Computer lab on tourism organization</p> <p>Tourism business management office</p> <p>Classroom of "Tourism Studies"</p> <p>Educational and scientific laboratory for food production technology</p> <p>Educational and scientific laboratory for technology of restaurant products</p> <p>Educational and scientific laboratory of service organization in the restaurant business</p> <p>Laboratory of enology and bar education</p>

	<p>Sensory analysis laboratory  HoReCa design laboratory  Design and Engineering laboratory  Laboratory of computer-aided engineering systems  Laboratory of integrated business process management systems  Educational and scientific center of business simulation  VR library, SMART library</p>
<b>Informational support, teaching and learning materials</b>	<p>Use of the virtual educational environment of SUTE, software: innovative hotel management system Servio, Profit, Trio; the Pos Sector, Servio Pos system for automating the operation of restaurants or a chain of restaurants; global reservation system Amadeus. The current MOODLE distance learning system provides independent and individual training, the "MIA Education" educational platform provides the organization of the educational process in face-to-face and distance forms with the possibility of comprehensive evaluation of the participants of the educational process. Author's developments of the teaching staff.</p> <p>The program is equipped with coursebooks, educational and methodological publications, an information base and access to closed sources of information, in particular scientometric databases.</p>
<b>9 – Academic mobility</b>	
<b>National credit mobility</b>	<p>On the general grounds within Ukraine. Short-term education of students on a predetermined course in other institutions of higher education.</p>
<b>International credit mobility</b>	<p>Within the framework of the EU Erasmus+ programme on the basis of bilateral agreements between SUTE and higher education institutions of partner countries.</p>
<b>Training of foreign applicants for higher education</b>	<p>Training of foreign citizens is possible.</p>

## 2. List of educational programme components and their logical sequence

### 2.1. List of educational programme components

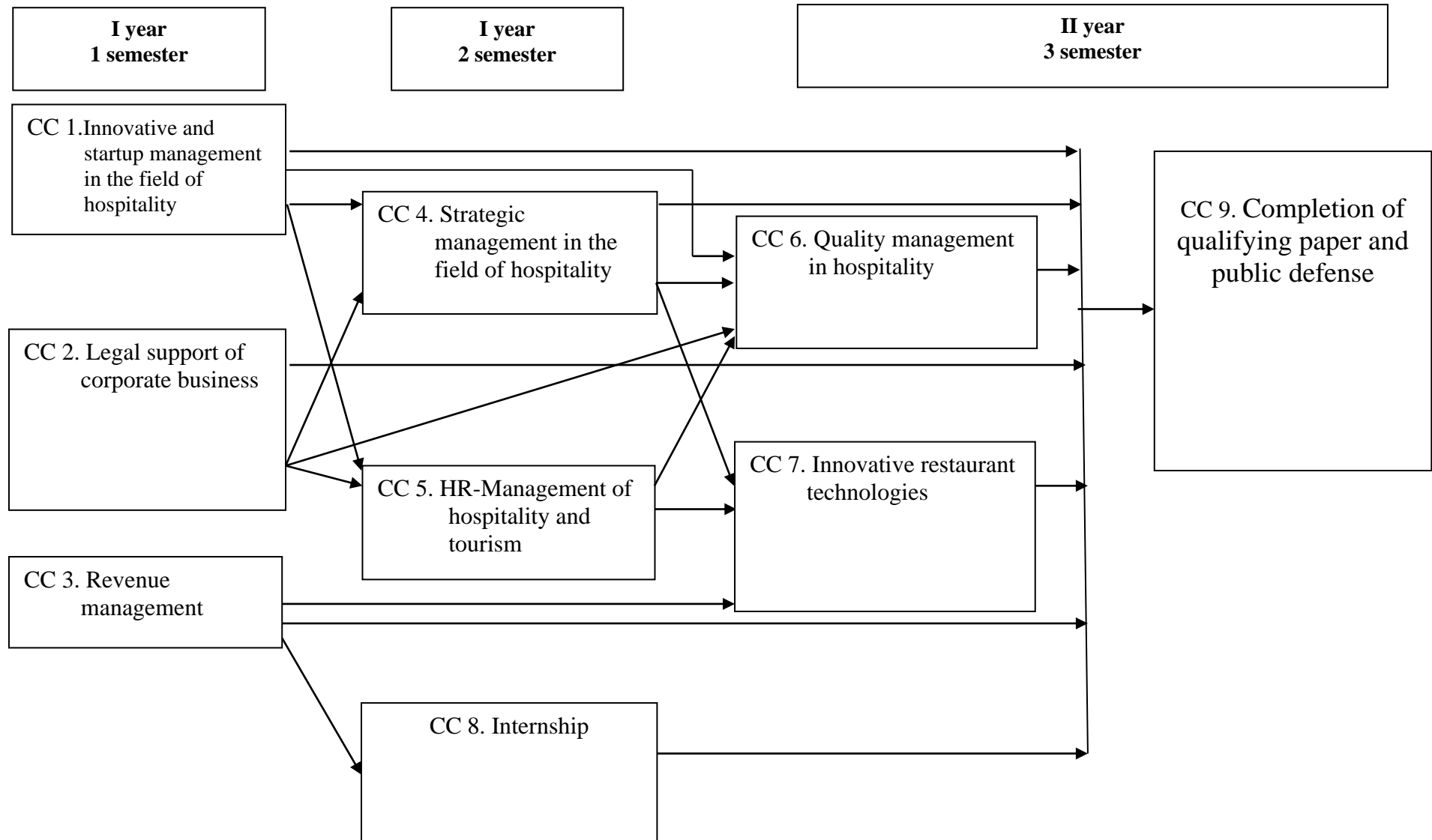
Course code	Components of the educational programme (academic disciplines, course projects (works), practical training, qualification examination, graduation thesis)	Amount of credits
1	2	3
<b>Compulsory Components (CCs)</b>		
CC 1.	Innovative and startup management in the field of hospitality	6
CC 2.	Legal support of corporate business	6
CC 3.	Revenue management	6
CC 4.	Strategic management in the field of hospitality	7,5
CC 5.	HR-Management of hospitality and tourism	7,5
CC 6.	Quality management in hospitality	6
CC 7.	Modeling of business processes	6
CC 8.	Internship	9
CC 9.	Completion of qualifying paper and public defense	12
<b>Total amount of compulsory components:</b>		<b>66</b>
<b>Optional Components (OCs)</b>		
OC 1.	Anti-crisis psychology	6
OC 2.	Life safety	6
OC 3.	Brand management	6
OC 4.	Hotel business	6
OC 5.	Business protocol and etiquette	6
OC 6.	Contract law	6
OC 7.	Innovative restaurant technologies	6
OC 8.	Intellectual property	6
OC 9.	Information wars	6
OC 10.	Consumer law	6
OC 11.	Concepts and restaurant creativity	6
OC 12.	Resort tour operating	6
OC 13.	International tourism	6
OC 14.	Methodology and organization of scientific research	6
OC 15.	Fundamentals of cyber security	6
OC 16.	Consumers behavior of hospitality services	6
OC 17.	Business psychology	6
OC 18.	Psychology of image	6
OC 19.	Psychology of self-determination	6
OC 20.	Restaurant business	6
OC 21.	Strategic marketing in the hotel and restaurant business	6
OC 22.	Digital marketing technologies	6
OC 23.	Management of business processes	6

Course code	Components of the educational programme (academic disciplines, course projects (works), practical training, qualification examination, graduation thesis)	Amount of credits
OC 24.	Luxury service management	6
OC 25.	Management of tourist destinations	6
OC 26.	Financial management	6
OC 27.	Financial technologies	6
OC 28.	Value-oriented management	6
OC 29.	Health tourism	6
<b>Total amount of optional components:</b>		<b>24</b>
<b>TOTAL VOLUME OF THE EDUCATIONAL PROGRAMME</b>		<b>90</b>

Exam is a form of final control for all components of the educational programme.



## 2.2. Structural and logical scheme of the Educational Programme (EP)



### 3. Form of attestation of higher education applicants

Attestation is carried out in the form of public defense of qualification work.

The qualification work should involve the solution of a complex task or problem in the field of management that requires research and/or innovation and is characterized by the complexity and uncertainty of conditions, using theories and methods of economic science.

There should be no academic plagiarism, falsification and fabrication in the qualification work.

The qualification work must be posted on the website of the institution of higher education or its structural unit, or in the repository of the higher education institution.

#### 4.1. Matrix of correspondence of programme competencies to EP compulsory components

Components Competencies	CC1	CC2	CC3	CC4	CC5	CC6	CC7	CC8	CC9
<b>GC 1</b>	+	+	+	+	+	+	+	+	+
<b>GC 2</b>					+			+	
<b>GC 3</b>		+	+		+	+		+	+
<b>GC 4</b>					+			+	+
<b>GC 5</b>			+		+	+	+	+	+
<b>GC 6</b>	+		+		+	+	+	+	+
<b>GC 7</b>	+	+	+	+		+	+	+	+
<b>SC 1</b>	+	+	+	+	+	+	+	+	+
<b>SC 2</b>			+		+				+
<b>SC 3</b>	+	+	+	+	+	+	+	+	+
<b>SC 4</b>					+			+	+
<b>SC 5</b>			+		+		+	+	+
<b>SC 6</b>			+	+	+			+	+
<b>SC 7</b>				+			+	+	+
<b>SC 8</b>					+			+	+
<b>SC 9</b>		+	+	+	+	+	+	+	+
<b>SC 10</b>	+	+	+	+	+	+	+	+	+
<b>SC 11</b>			+	+	+				+

## 4.2. Matrix of correspondence of programme competencies to EP optional components

Components Competencies	OC 1.	OC 2.	OC 3.	OC 4.	OC 5.	OC 6.	OC 7.	OC 8.	OC 9.	OC 10.	OC 11.	OC 12.	OC 13.	OC 14.	OC 15.	OC 16.	OC 17.	OC 18.	OC 19.	OC 20.	OC 21.	OC 22.	OC 23.	OC 24.	OC 25.	OC 26.	OC 27.	OC 28.	OC 29.
	GC 1		*	*									*		*							*			*	*	*		
GC 2	*		*	*	*	*		*	*	*	*			*		*	*		*			*		*		*	*	*	*
GC 3									*						*					*			*						
GC 4	*													*		*	*	*								*	*	*	*
GC 5	*				*			*						*		*	*	*								*	*	*	
GC 6			*				*													*			*						
GC 7												*													*				*
SC 1	*		*						*			*		*		*					*	*	*	*	*	*	*	*	
SC 2		*	*											*	*	*					*	*		*		*	*	*	
SC 3																*	*	*									*	*	
SC 4	*	*													*	*		*									*	*	
SC 5															*						*								
SC 6																	*	*										*	
SC 7			*																		*								*
SC 8	*				*									*		*	*	*								*	*	*	
SC 9				*																*	*			*					
SC 10				*			*						*	*					*	*	*	*	*			*			
SC 11			*												*												*		

### 5.1. Matrix for providing programme learning outcomes (PLOs) with EP compulsory components

Programme learning outcomes \ Components	CC1	CC2	CC3	CC4	CC5	CC6	CC7	CC8	CC9
	<b>1</b>		+	+	+	+	+	+	+
<b>2</b>		+		+	+	+		+	+
<b>3</b>	+		+		+		+	+	+
<b>4</b>							+	+	+
<b>5</b>		+		+	+	+	+	+	+
<b>6</b>			+	+	+		+	+	+
<b>7</b>		+	+		+	+	+	+	+
<b>8</b>		+	+	+		+		+	+
<b>9</b>	+	+	+	+	+	+	+	+	+
<b>10</b>			+	+	+	+	+	+	+
<b>11</b>				+	+		+	+	+
<b>12</b>					+		+	+	+
<b>13</b>	+	+	+	+	+	+	+	+	+
<b>14</b>	+	+	+	+	+	+	+	+	+
<b>15</b>	+	+						+	+

## 5.2. Matrix for providing programme learning outcomes (PLOs) with EP optional components

Components  Programme learning outcomes	OC 1.	OC 2.	OC 3.	OC 4.	OC 5.	OC 6.	OC 7.	OC 8.	OC 9.	OC 10.	OC 11.	OC 12.	OC 13.	OC 14.	OC 15.	OC 16.	OC 17.	OC 18.	OC 19.	OC 20.	OC 21.	OC 22.	OC 23.	OC 24.	OC 25.	OC 26.	OC 27.	OC 28.	OC 29.	
<b>1</b>		*							*			*			*					*	*			*						
<b>2</b>		*	*	*										*	*				*										*	
<b>3</b>																					*			*						
<b>4</b>			*				*														*									
<b>5</b>			*																						*					
<b>6</b>	*					*		*		*	*					*	*	*								*	*	*		
<b>7</b>					*																		*							
<b>8</b>															*					*				*						
<b>9</b>			*		*	*	*	*		*	*	*	*	*					*			*			*				*	
<b>10</b>	*				*											*	*	*								*	*	*		
<b>11</b>	*															*	*	*								*	*	*		
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