

3. Educational Programme

3.1. PROFILE OF THE EDUCATIONAL PROGRAMME

LUXURY MANAGEMENT

Project team leader (Programme Guarantor) –

Bosovska M.V. - Professor, Doctor of Economics, Professor of the Department of Hotel and Restaurant Business Management.

1 – ЗАГАЛЬНА ІНФОРМАЦІЯ	
Full name of IHE and structural unit	State University of Trade and Economics Faculty of Technologies and Business Department of Hotel and Restaurant Business Management
Academic degree and qualification title in the original	Second (Master's degree) cycle of higher education Qualification – Master's degree in Management
Field of study	D Business, Administration and Law
Speciality	D3 Management
Name of educational programme	Luxury Management
Compliance with the standard of higher education of the Ministry of Education and Science of Ukraine	Complies with the standard of higher education of the Ministry of Education and Science of Ukraine (Order № 959 dated 10.07.2019)
Restrictions on forms of education	No restrictions are in place
Qualification Title (Degree), programme credits and duration	Master's degree, single. Educational and professional programme scope – 90 ECTS credits. Standard training period : 1 year 4 months
Accreditation	Accreditation Certificate of the Speciality UD 11015998, valid until 01.07.2027, issued by the Accreditation Commission of the Ministry of Education and Science of Ukraine.
Cycle/Level	EQF of Ukraine – 7 level, FQ-EHEA – second cycle, EQF-LLL-7 level
Academic Background	Bachelor's degree (EQF 6 level) or higher level
Language(s) of instruction	Ukrainian, English
Educational Programme Link	https://knute.edu.ua
2 – PURPOSE OF THE EDUCATIONAL PROGRAMME	
To prepare highly qualified professionals equipped with modern managerial thinking,	

theoretical knowledge and practical skills in the fields of management and business administration or during the studies, to develop professionals capable of addressing both research and practical challenges under unspecified conditions and requirements, *including in the luxury business sector*

3 - SUMMARY OF THE EDUCATIONAL PROGRAMME

Subject Area

Object of study: The management of organisations and their structural units

Study objectives: To prepare professionals capable of identifying and solving complex problems and challenges in the fields of management and *business administration* or during the studies, involving conducting research and/or implementing innovations and characterised by unspecified conditions and requirements, *including in the luxury business sector*

Theoretical framework of the object of study: Paradigms, laws, patterns, principles, as well as the historical foundations of management; systems-based, situational, adaptive, anticipatory, crisis, innovative and project-based management concepts, etc.; functions, methods, technologies and administrative decision-making in management

Methods, methodologies and technologies: General scientific and specific research methodologies (computational and analytical, economic and statistical, economic and mathematical, expert evaluation, factual, sociological, documentary, balance and other methods); methods for implementing management functions (marketing research, economic diagnostics, forecasting and planning, organisational structure design, motivation, and control methods, as well as the evaluation of social, organisational and economic efficiency in management, etc.); management methods (administrative, economic, socio-psychological and technological methods), as well as justification technologies for managerial decision-making process (economic analysis, simulation modelling, decision tree, etc.).

Tools and equipment:

Modern information and communication equipment, information systems and software used in management.

Educational Programme Orientation

Educational and professional, applied, research

Main Focus of the Educational Programme

The specialised education within the field of knowledge “Business, Administration and Law”, under the speciality “Management” and the “Luxury Management” educational programme, is designed to develop academic knowledge that integrates theoretical aspects, practical methods and applied tools in management, marketing, and business administration. The programme also emphasises innovative project management, human resource management and marketing, strategic management, marketing and business administration or during the studies, as well as the innovative administration of projects, human resource management and marketing, strategic management and marketing, luxury services, luxury hotels and restaurants management, VIP tourism, elite real estate and premium retail;

to develop critical thinking skills related to the administration of business activities within the luxury sector, enabling independent problem solving in real-life and unspecified

conditions while considering marketing and managerial trends, global outlooks and technological advancements; to develop critical thinking, emotional intelligence, leadership and communication skills.

Keywords: Luxury management, luxury marketing, luxury business, luxury segments, luxury service, management, business administration, marketing, business, strategic management and marketing, project management, human resource management and marketing, revenue management, corporate management, quality management, hotel, restaurant, retail, tourism, elite goods, elite real estate, VIP consumer, premium segments

Programme Features

The educational programme adopts an interdisciplinary approach to address both professional and research tasks. It equips students with a holistic understanding of the characteristics, fundamental and cross-functional processes of management, marketing and business administration within luxury business entities operating in the elite goods and services market and catering to VIP consumers; it develops the competencies required to create and implement development strategies for luxury business entities, conduct marketing research and manage the behaviour of luxury consumer segments; the programme develops the ability to analyse, synthesise and critically evaluate information, as well as to design and implement projects in the sectors of VIP tourism, elite real estate, luxury hotels and restaurants, as well as premium retail; the students acquire managerial, marketing, service, technological, product knowledge and economic skills necessary for the justification and mobilisation of resources, including human resources, to operate in the luxury services market while upholding the economic interests of luxury business entities; the opportunity to tailor an individualised learning pathway, including dual study formats, enabling students to develop the skills to solve complex, ill-structured and unstructured problems in the luxury business sector; it cultivates creativity grounded in comprehensive scientific methods and supports the acquisition of essential research skills for pursuing a scientific career.

Development of an individualised learning pathway.

4-GRADUATE EMPLOYABILITY AND ELIGIBILITY FOR FURTHER STUDY

Employability

Graduates of this educational and professional programme are capable for employment across a range of enterprises, institutions and organisations, as well as for entrepreneurial activities.

In accordance with the state classifier of occupations **DK 003:2010** as amended by the Directive No. 259 of the Ministry of Economic Development and Trade of Ukraine dated February 15, 2019:

12 Heads of enterprises, institutions and organisations

13 Heads of small enterprises without a management apparatus

14 Managers (administrators) of enterprises, institutions, organisations and their subdivisions

1448 Managers (administrators) of tour operators and travel agencies

1455 Managers (administrators) of hotels and other accommodation facilities

1456 Managers (administrators) of food safety systems
 1456.1 Managers (administrators) of restaurants
 1456.2 Managers (administrators) of cafes, bars and canteens
 1456.3 Managers (administrators) at enterprises preparing and supplying ready meals
 1492 Managers (administrators) in the fields of culture, leisure and sports
 1225 Heads of production subdivisions in restaurants establishments, hotels and other accommodation facilities
 1229.6 Heads of subdivisions within culture, leisure and sports sectors
 1229.7 Heads of other main organisational units in other areas of activity
 1238 Project and programme managers
 1225 Heads of production subdivisions in restaurants establishments, hotels and other accommodation facilities
 1317 Heads of small enterprises without a management apparatus in commercial services
 248. Professionals in tourism, hotel, restaurant and resort business:
 2482 Professionals in hotel and restaurant business
 2483 Professionals in resort business:
 2483.1 Research officers (recreation studies)
 2483.2 Professionals in resort business
 2471 Professionals in quality control
 2482.2 Hospitality specialists in accommodation facilities (hotels, tourist complexes, etc.)
 2482.2 Specialists in hotel business
 2482.2 Specialists in restaurant business
 3414 Specialists in tourism services
 3414 Specialists in leisure organisation
 3414 Specialists in rural tourism development
 2481 Professionals in tourism
 2481.1 Research officers (tourism studies, tourist guidance)
 2481.2 Tourism experts
 2483 Professionals in resort business
 2483.1 Research officers (recreation studies)
 2483.2 Professionals in resort business
 2320 Secondary education instructors
 2310.2 Other university and higher education instructors
 2351.1 Research officers (learning methods)
 2412.1 Research officers (labour, employment)
 2419.1 Research officers (marketing, enterprise efficiency, production optimisation)
 2359.2 Other educational specialists
 2441.2 Economists
 Territorial brand manager
 SMM manager
 Revenue manager

Further Studies

Graduates of this educational programme are entitled to continue their studies at the

third (educational and scientific) level of higher education to acquire the degree of the Doctor of Philosophy. They are also eligible to obtain further qualifications through postgraduate education.

5 – TEACHING AND ASSESSMENT

Teaching and Learning

A student-centred approach, self-directed and problem-based learning. Lectures, practical sessions and independent study supported by textbooks, academic manuals and lecture notes. Practical training and professional internships consultations with instructors, preparation for assessments and the defence of qualification works

Assessment

Student learning outcomes are assessed in accordance with the “Regulations on the Assessment of Learning Outcomes of Students and Postgraduate Students at SUTE”. The assessment framework includes ongoing and final evaluations, as well as certification.

Ongoing assessment is conducted during practical/laboratory sessions and through the evaluation of independent assignments. It encompasses the appraisal of students’ theoretical knowledge demonstrated in seminar activities, alongside the practical skills acquired during laboratory/practical sessions.

Final assessment involves verification activities designed to measure (assess, evaluate) the extent to which students have met the learning outcomes specified in the educational programme for each relevant component. It is performed within the university through examinations and pass-fail tests.

Student performance at SUTE is graded on a 100-point scale: scores of 60 to 100 denote satisfactory achievement, entitling the student to ECTS credits; scores of 0 to 59 indicate unsatisfactory performance, which does not qualify the student for ECTS credits.

6-PROGRAMME COMPETENCIES

Integral Competence

The ability to address complex challenges and problems in management and *business administration* or within the educational process, involving research and/or the implementation of innovations under unspecified conditions and requirements, *including in the luxury business sector, which entails the application of theories, methods, methodologies and technologies of management and marketing*

General Competencies (GC)

GC1	Ability to conduct research at an appropriate level
GC2	Ability to communicate with representatives of various professional groups (experts from other fields of knowledge/sectors of economic activity)
GC3	Skills in the use of information and communication technologies
GC4	Ability to motivate individuals and work towards achieving shared objectives
GC5	Ability to act based on ethical considerations (grounds)
GC6	Ability to generate innovative ideas (creativity)
GC7	Capacity for abstract thinking, analysis and synthesis

Specialised (Professional, Subject-Specific) Competencies (SC)

SC1	Ability to select and apply concepts, methods and tools of management and
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	<i>business administration, including in alignment with defined objectives and international standards</i>
SC2	Ability to establish organisational values, vision, mission, goals and criteria that guide strategic development, as well as to develop and implement relevant strategies and plans, <i>including for luxury business entities</i>
SC3	Ability to self-development, lifelong learning and effective self-management
SC4	Ability to effectively use and develop human resources within organisations, <i>including for luxury business entities</i>
SC5	Proficiency in creating and managing effective communication within management, <i>marketing and business administration processes</i>
SC6	Ability to cultivate and demonstrate leadership qualities in the management of personnel
SC7	Ability to design and manage projects, to exercise initiative and entrepreneurial skills, <i>particularly in the development of luxury hotels and restaurants, VIP tourism, premium retail, elite real estate and other luxury consumer segments</i>
SC8	Ability to apply psychological techniques in personnel management
SC9	Ability to analyse and structure organisational challenges, making effective management decisions and ensuring their implementation, <i>including in luxury business entities</i>
SC10	Competence in managing organisations and their development, <i>including at both strategic and tactical levels, particularly within luxury hotels and restaurants, VIP tourism, premium retail, elite real estate and other sectors of the luxury business</i>
SC11	<i>Expertise in applying relationship management models for VIP consumers; developing loyalty programmes; assessing the quality of luxury goods, including jewellery, antiques and cultural assets; conducting commodity and valuation expertise; and possessing knowledge of main regulations, technical standards and requirements relevant to information provided to VIP consumers</i>
CS12	<i>Ability to develop and implement human resource policies and HR strategies aligned with corporate strategy and the organisational life cycle; conduct recruitment, selection, hiring, evaluation and staff release; design effective personnel development, motivation and compensation systems; and foster team-building and corporate culture within luxury business entities</i>
SC13	<i>Competence in designing and delivering elite, premium and luxury leisure recreation, exclusive programme tourism, as well as a comprehensive approach to organising VIP-class travel</i>
7-PROGRAMME EDUCATIONAL OUTCOMES	
1	Critically evaluate, select and apply the necessary scientific, methodological and analytical tools for management in unpredictable conditions, <i>including within the luxury business sector</i>
2	Identify organisational problems and justify approaches to resolving them,

	<i>including in luxury hotels, premium restaurants, elite hospitality and resort service providers, premium retail and elite real estate</i>
3	<i>Design effective organisation management systems, particularly to develop luxury hotels and restaurants, VIP tourism, premium retail, elite real estate, and other luxury consumer segments</i>
4	<i>Justify and manage business projects; generate entrepreneurial ideas, including aimed at the advancement of luxury hotels and restaurants, VIP tourism, premium retail, elite real estate and other luxury consumer sectors</i>
5	<i>Strategically and tactically plan organisational development in the context of luxury industries, including hotels, restaurants, VIP tourism, premium retail, elite real estate and other luxury consumer sectors</i>
6	<i>Possess skills in making, justifying and ensuring managerial decisions under unpredictable conditions while considering legal requirements, ethical standards and social responsibility, including in the luxury business sector</i>
7	<i>Organise and maintain effective communication within teams, across interdisciplinary professional groups and in international business environments</i>
8	<i>Employ specialised software and information systems to address organisational management tasks, including in luxury business; and employ communication informative technologies and methods to build networks with VIP consumers and other stakeholders at professional and societal levels</i>
9	<i>Communicate proficiently in both the national and foreign languages in academic and professional contexts</i>
10	<i>Demonstrate leadership skills and the ability to cooperate in teams, influence group behaviour to address professional challenges</i>
11	<i>Ensure personal and professional development and exercise time management</i>
12	<i>Delegate responsibilities and leadership of organisation (subdivision), including within luxury hotels, premium restaurants, elite hospitality service providers, VIP resort providers, premium retail and real estate enterprises</i>
13	<i>Plan and implement informational, methodological, material, financial and human resource provisions for organisation (subdivision), including in luxury businesses entities</i>
14	<i>Ability to influence VIP consumer behaviour across all stages of engagement; build customer loyalty, identify the specific nature of the luxury segment; apply luxury-level sales techniques; demonstrate psychological ability in communicating with VIP consumers; exercise critical analysing, synthesising and evaluation of new ideas to implement innovative VIP service solutions and creative technologies</i>
15	<i>Ability to develop and execute HR strategies; manage recruitment, selection, evaluation, hiring, release, placement, staff development, create motivation and remuneration systems.</i>
16	<i>Ability to assess the impact of mega-, macro-, meta- and</i>

	<i>microenvironmental factors and formulate development strategies for organisations in the elite goods and VIP services markets</i>
17	<i>Ability to manage activities, design development programmes and concepts, as well as to diagnose and improve business processes within the luxury hospitality industry</i>
18	<i>Ability to analyse economic processes and manage elite real estate on both primary and secondary markets; form judgments on elite property attractiveness while considering organisational goals and long-term development prospects</i>
19	<i>Ability to design and implement package-holiday and individual elite, premium and luxury tourism programmes; business management in VIP tourism enterprises</i>
20	<i>Ability to define quality indicators for elite goods; develop strategic directions for businesses operating in the elite goods and service markets</i>
8- RESOURCE SUPPORT FOR PROGRAMME IMPLEMENTATION	
<i>Staffing</i>	
The staffing fully complies with the Licensing Requirements for Educational Activities. The educational and professional programme “Luxury Management” is delivered by a team of academic and teaching staff who hold academic degrees and/or titles, meet all requirements of the current legislation of Ukraine and possess the requisite scientific and professional qualifications. The teaching team is further supported by industry experts, representatives of professional associations and international partners. All academic and teaching staff undergo professional development or industry placement once every five years.	
<i>Material and Technical Support</i>	
The material and technical support fully complies with the Licensing Requirements for Educational Activities. Students benefit from access to a university-wide corporate distance learning system and an automated academic management system, “MIA: Education”. The university possesses modern computer rooms equipped with specialised software. It also houses a Teaching and Research Centre for Business Simulation and a smart library. Inclusive learning environments are in place to support students with disabilities. The university also provides access to the social and welfare infrastructure of SUTE.	
<i>Information, Educational and Methodological Support</i>	
An ECTS Information Package is developed for each educational programme. Through their personal account in the “MIA: Education” automated management system, students can review and create their individual study plans, review curriculum, track assessment results and timetables, as well as communicate other participants of the educational process. Course syllabi, teaching materials, programmes and assessment criteria for each academic component are available via the corporate online learning platform. The university’s electronic repository offers full-text access to academic publications, SUTE textbooks, qualification theses and doctoral dissertations. The university has developed the “Catalogue of Elective Courses” for convenience, enabling students to	

select their educational components.
9-ACADEMIC MOBILITY
<i>National Credit Mobility</i>
National credit mobility is conducted within the framework of cooperation agreements concluded between the SUTE and other higher education (research) institutions in Ukraine, in accordance with the current legislation.
<i>International Credit Mobility</i>
The university has established cooperation agreements with foreign higher education institutions, enabling international exchange programmes under the Erasmus+ projects and programmes.
<i>Education of International Students</i>
The enrolment and education of international students are conducted in accordance with the requirements of the current legislation.

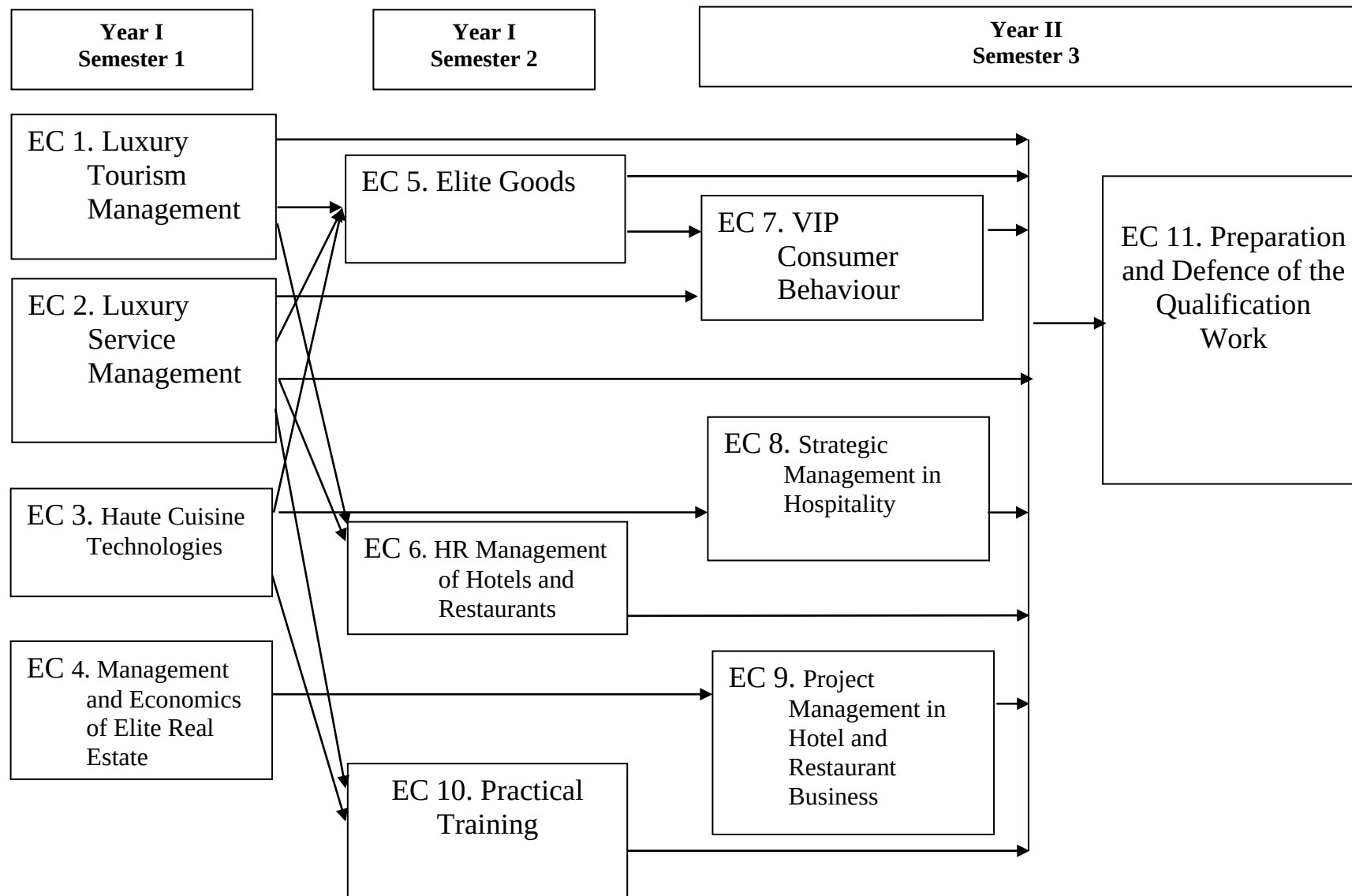
3.2. LIST AND SEQUENCE OF EDUCATIONAL PROGRAMME COMPONENTS

3.2.1. List of Educational Programme Components

Code	Educational Components	ECTS Credits	Assessment Method
<i>Mandatory Components</i>			
MC 1.	Luxury Tourism Management	4	Exam
MC 2.	Luxury Service Management	6	Exam
MC 3.	Haute Cuisine Technologies	4	Exam
MC 4.	Management and Economics of Elite Real Estate	4	Exam
MC 5.	Elite Goods	9	Exam
MC 6.	HR Management of Hotels and Restaurants	4	Exam
MC 7.	VIP Consumer Behaviour	4	Exam
MC 8.	Strategic Management in Hospitality	4	Exam
MC 9.	Project Management in Hotel and Restaurant Business	4	Exam
MC 10.	Practical Training	9	Pass-Fail
MC 11.	Preparation and Defence of the Qualification Work	12	Defence
<i>Elective Components</i>			
EC 1.	Educational Component 1	6	Exam
EC 2.	Educational Component 2	6	Exam
EC 3.	Educational Component 3	6	Exam
EC 4.	Educational Component 4	6	Exam
Total Number of Elective Components		24	
TOTAL NUMBER OF EDUCATIONAL COMPONENTS		90.0	

Students select elective courses via their personal account on the “MIA: Education” portal. Detailed descriptions of the courses and their prerequisites are available in the SETU Course Catalogue.

3.2.2. Structure and Sequence Diagram of the Programme



3.3. CERTIFICATION OF GRADUATES

Certification is carried out in the form of a public defence of qualification work.

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

The qualification work must not contain academic plagiarism, falsification, or fabrication.

The qualification work must be published on the official website of the higher education institution or its subdivision, or in the repository of the higher education institution.

3.4. THE PROGRAMME COMPETENCE AND THE EP COMPULSORY COMPONENTS MATRIX

Components Competences	MC 1	MC 2	MC 3	MC 4	MC 5	MC 6	MC 7	MC 8	MC 9	MC 10	MC 11
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			*		*		*			*	*
SC 12						*		*	*	*	*
SC 13	*	*	*				*	*	*	*	*

3.5. THE PROGRAMME LEARNING OUTCOMES AND THE EP COMPULSORY COMPONENTS MATRIX

Components Programme Learning outcomes	MC 1	MC 2	MC 3	MC 4	MC 5	MC 6	MC 7	MC 8	MC 9	MC 10	MC 11
1	*	*		*			*	*	*	*	*
2	*	*		*	*	*		*	*	*	*
3	*	*					*	*	*	*	*
4	*	*		*	*		*	*	*	*	*
5		*					*	*	*	*	*
6	*	*		*		*	*			*	*
7						*	*			*	*
8	*	*	*	*		*	*			*	*
9	*	*	*			*				*	*
10		*				*		*	*	*	*
11						*		*	*	*	*
12		*		*		*	*	*	*	*	*
13		*	*	*				*	*	*	*
14	*	*					*	*	*	*	*
15						*		*	*	*	*
16		*				*	*			*	*
17	*	*			*		*	*	*	*	*
18				*			*	*	*	*	*
19	*	*						*	*	*	*
20					*		*			*	*

LIST OF RECOMMENDED ELECTIVE COMPONENTS

Code	Educational components	ICTS credits
EC 1.	Brand Management	6
EC 2.	Strategic Marketing in the Hotel and Restaurant Business	6
EC 3.	Business Process Management	6
EC 4.	Corporate Management in the Hotel and Restaurant Business	6
EC 5.	Quality Management in the Hospital Industry	6
EC 6.	Value-Based Management	6