Federal State Autonomous Educational Institution of Higher Education

PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA

NAMED AFTER PATRICE LUMUMBA

RUDN University

COURSE DESCRIPTION

Business Processes in Tourism and Hospitality

field of studies / speciality code and title

Recommended by the Didactic Council for the Field of Study:

43.04.02 Tourism

The course instruction is implemented within the professional education programme of higher education:

Business Processes in Tourism and Hospitality

field of studies / speciality code and title

2024

Disciplines (modules) are studied within mastering professional education programme of higher education "Business Processes in Tourism and Hospitality"

Field of Study 43.04.02 Tourism

Course Title	Foreign Language in Professional Activities
Course Workload, Credits/ac.hrs.	6 credits (216 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Characteristics and Meaning: Issues of Understanding.	Topic 1. The meaning of Travel and Tourism. Topic 2. The economy
Module 2. Results and Residuals: The Issue of Impacts.	Topic 1 Measurement of the industry. Topic 2. Business cycle.
Module 3. Changing and Directions: Planning and Development.	Topic 1 What are travel and tourism: are they really an industry. Topic 2. Setting up and growing a business.
Module 4. Places and Products: Marketing and Consumer Issues.	Topic 1. Customer expectations. Topic 2. Company types and corporate governance.
Module 5. Hospitality industry.	Topic 1. Emerging markets. Topic 2. Documentation processing
Module 6. Demographic drivers of change.	Topic 1. Brand. Topic 2. Global issues of the 21st century. Topic 3. Technology. Topic 4. Management styles and qualities.
Module 7. Human capital.	Topic 1. Sustainability. Topic 2. Planning. Topic 3. Organizing time and work.
Module 8. Common issues.	Topic 1. Hotels and restaurants. Topic 2. Hotel and on-line travel agent. Topic 3. Planning and setting objectives.

Course Title	Organizing Project Activities in Tourism
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Conceptual bases of design in tourism	Topic 1.1. Goals and principles of design in tourism industry. Systematic approach to tourism as an object of design. Main stages and design object. Main categories, elements and principles of organizing project activities.
Module 2. Project as a design object, its characteristics	Topic 2.1. Characteristics of a project as a management object. Detailed project report. Project management. Distinctive features of project management. Classification of projects and classification criteria. Types of projects. Project life cycle and phases.
Module 3.	Topic 3.1. Organizational design. Project planning.

Contents of organizational design and project planning	Basic principles of project planning. Main and auxiliary subprocesses (tasks) of planning. Plan system in project management. Business planning as a subsystem of project management. Main purpose of strategic and tactical plans in the process of project implementation.
Module 4. Organizational structures for project management	Topic 4.1. Organizing project management. Project management functions: basic and integrating. General principles for designing organizational structures for project management. Project participants as the main element of the project structure. Organizational structures of project management: functional, matrix, project.
Module 5. Project risk management in tourism industry	Topic 5.1. Project risk. Classification of project risks. Types and kinds of risks. Main stages of the risk management process. Qualitative and quantitative analysis of project risks. Characteristics of methods for qualitative risk assessment. Methods for reducing project risks. Project risk management. Innovation risk. Image risk. Marketing risk. Personnel risks. Financial and economic risks.

Course Title	Tourist Market Economics
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Theory of Tourist Economics	The basic concepts of tourist economics, subject, methods, and tasks. The history of the development of the tourist economy. The role and place of tourism in the economy. The economic importance of tourism. Efficiency and effectiveness of the tourist system.
Module 2. Macroeconomics of Tourism	Concepts and features of the tourism market. The infrastructure of the tourism market. The multiplier effect in tourism. The competitiveness of the country in the field of tourism.
Module 3. Mesoeconomics of Tourism	Tourist destinations as subjects of the meso-level of the tourism economy. Economics and competitiveness of tourist destinations. A cluster approach to the formation and management of the economy of a tourist destination.
Module 4. Microeconomics of Tourism	Entrepreneurial activity in tourism. The economic foundations and features of the activities of travel industry enterprises. Financial management of a travel industry enterprise. Break-even theory and its use in tourism. The economic efficiency of the tourism industry enterprises. Assessment of the economic efficiency of the staff of the tourist industry enterprises.

Course Title	Intercultural and Business Communication Technologies in Tourism and Hospitality
Course Workload, Credits/ac.hrs.	2 credits (72 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Bases, effectiveness, communication media	Topic 1. Main categories, types of communications in tourism and hospitality. Communication environment of a professional organization. Role and features of intercultural and business communication in the activities of organizations. Communication models. Forms, methods, ways of forming communication channels. Features of intercultural business communications in tourism and hospitality. Topic 2. Concept of effective communication technologies. Formation of effective communications in a professional organization. Methods for analyzing the effectiveness of communication channels. Role of feedback in business communication. Communication barriers and overcoming them. Language as the main means of communication. Features of language communication in conditions of personal and remote contact. Features of written business communication. Nonverbal means of communication. Technical means of communication. Features of cross-cultural contact in terms of using various communication means.
Module 2. Internal and external communications	Topic 3. Concept and types of internal communications. Principles of organizing an effective communication process in a tourism and hotel enterprise, tolerance to social, ethnic, religious and cultural differences. Oral and documentary channels of internal communication: features of use in working with personnel. Features of the influence of an organizational structure and corporate culture on communication processes. Role of communications in forming and maintaining corporate culture of a professional organization. Methods for assessing the labour quality and personnel performance in tourism and hotel industry. Organizing monitoring the effectiveness of communications. Directions of external communications, their features in an organization of the professional sphere. Topic 4. Interaction between business and government in matters of employment, taxation, tariff setting, participation in managing the activities of business entities, information support. Lobbying. Interaction with consumers. Basic approaches to customer relationship management.

	Communications with business partners, features of cross-cultural communication. Interpersonal communications of a manager in tourism and hospitality.
Module 3. Marketing communications. PR as a management function	Topic 5. Concept of marketing communications, main directions of marketing communications, marketing communication tools. Social, managerial, marketing approaches to PR. Purpose, objectives and main directions of PR in management. Business image: concept, elements, main approaches to creation. Molding a positive public opinion about an organization. Mass communication, its positive and negative impact on the activities of tourism and hospitality organizations.
Module 4. Problematic communications. Image and self-presentation of a manager in communication	Topic 6. Conflict communication, its features, methods of prevention and correction. Crisis communications in tourism and hospitality. Manager's communicative competence. Concept and functions of image in business communications of a manager. Imaging. Behavioural patterns. Body image. Appearance. Communication tactics. Self-presentation technologies. Development of self-concept. Analysing and taking into account the preferences of the specific environment of the individual's business relations. Creating an information message about a person.
Module 5. National stereotypes and values in intercultural communication	Topic 7. National character. Sources of stereotypical ideas. Harm and benefits of national stereotypes. Value systems in different cultures. Values and anti-values. Typology of values. Individual and collective values. Core values. National stereotypes and prejudices. Stereotypical ideas about different nationalities. Sources of national stereotypes.

Course Title	Strategic Management and Management by Objectives in Professional Sphere course
Course Workload, Credits/ac.hrs.	2 credits (72 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Strategic management in tourism	Topic 1. General characteristics of strategic management. Theoretical and methodological foundations of strategic management. Strategic management concept. Concept, essence, main tasks and principles of theory and practice of strategic management. Role and prerequisites for strategic management formation and development. Main components and stages of strategic management development. Objects and types of

	strategic management. Functions of strategic management. Methodological and theoretical foundations of strategic management. Principles of strategic management. Strategic aspect in the management of tourism organizations. Place of the discipline in the system of economic, political and management disciplines and its connection with other disciplines of the specialty.
	Topic 2. Strategic management process and strategic vision.
	Stages of strategic management. Model of the strategic management process. Synthesis of internal strategic factors. Concept and essence of strategy. Types of strategies. Strategic alternatives and conditions for implementing a strategy. Possible criteria for selecting alternative solutions. Stages of strategy implementation and levels of strategic changes. Tools for strategy implementation. Strategy implementation process. Strategic vision. Mission of an organization. Basic rules for constructing a goal tree.
	Topic 3. Role of strategic planning in the strategic management system and its main characteristics.
	Concept, essence and advantages of strategic planning. Planning principles. Strategic planning concept. Strategic planning procedures. Strategic planning methodology. Strategic planning process. Strategic planning logic and its elements. Strategic planning principles. Strategic planning matrices. Advantages and disadvantages of strategic planning.
	Topic 4. Strategic management methods.
	Development management through selecting strategic positions and ranking strategic objectives. Control by strong and weak signals. Managing development in the face of strategic surprises. Strategic recruitment management. Development management in conditions of change. Reasons for resistance to strategic change. Features of applying strategic management in tourism.
	Topic 5. Strategic management of organizational and economic structure development in tourism sector.
	Strategic management in government agencies, municipal organizations. Strategic management in the tourism sector. Strategic management in tourism enterprises. Planning and implementing activities aimed at strategy implementation.
Module 2. Management by Objectives in tourism	Topic 6. Management by objectives in tourism and prerequisites for its application at the state level.
	Programme-based planning and Management by Objectives as a branch of knowledge.

	Classification of types of Management by Objectives (MBO): social programming (based on elaborating development plans and target-oriented programmes), performance-based budgeting (PBB), performance-based management. MBO and strategic planning in public administration. Historical sketch of the MBO development: MBO abroad and in the USSR. MBO in modern Russia. Feasibility and relevance of using programme-based methods as a tool of public administration in tourism. Essence of programme-based approach, its main components, functions and prerequisites for application.
	Topic 7. Essence of the programme-based method and the procedure for developing programmes. The procedure for developing, implementing and evaluating the effectiveness of state programmes (Regulation of the Government of the Russian Federation No. 588 of 2 August 2010). MBO methodological principles. MBO algorithm. Classification of methods used in the process of programme-based planning and management. Expert analytical methods: goal tree, SWOT analysis (as a method of analyzing a situation), scenario approach, decision tree, etc. Quantitative methods: statistical modelling (as a forecasting method), indicators, network methods of planning and management, etc. Programme implementation: direct and indirect methods of public management, project management methodology.
	Topic 8. Financing target-oriented programmes Sources of funding for target-oriented programmes: budgetary, extrabudgetary. Foreign investment. Crediting target-oriented programmes. Stages of financing. Control over the expenditure of funds. Public and private partnership in tourism programmes.
	Topic 9. Review of existing target-oriented programmes in tourism and ways to improve them. Analysis of national projects and federal target-oriented programmes of the Russian Federation: goals, objectives, structure, effectiveness. Implementation problems and ways to improve. Federal target-oriented programme "Domestic and Inbound Tourism Development in the Russian Federation (2019 - 2025)" Federal target-oriented programme "Culture and Tourism Development for 2013-2020". The state programme has the following subprogrammes: Heritage, Art, Tourism, Providing Conditions for

	the State Programme Implementation. Federal target-oriented programmes "Culture of Russia (2012-2020)"

Course Title	Innovation in Tourism and Hospitality
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Concept and content of innovation process	Topic 1.1. Justification of the need for innovative thinking in modern tourism business. Classification of innovations. Innovation process, its structure and efficiency.
Module 2. Innovations in tourism management	Topic 2.1. Conceptual innovations in tourism. Innovative strategies of a company. Forming the company's innovation portfolio. Innovation management. Organizational and economic support for innovation activities.
Module 3. Innovations in tourism product	Topic 3.1. Modern trends in tourism development. Innovative potential of the Russian tourism services market. Developing types of domestic tourism on the Russian market. Innovations in hotel and restaurant business.
Module 4. Innovative technologies in tourism business	Topic 4.1. Tourism and scientific and technological progress. Practice of introducing innovations in the Russian market of hospitality services.

Course Title	Digitalization and Information Technology Provision of the Professional Sphere
Course Workload, Credits/ac.hrs.	4 credits (144 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Digital transformation of professional activities	Topic 1.1. Digital transformation and applying information systems in the professional sphere. Digital transformation in tourism. Integration of an enterprise into electronic business. Information systems in the hospitality industry: tourism, hotel business and restaurant business. Topic 1.2. Transformation of modern business models. Ecosystem approach. Basic concepts of Business Ecosystem. General characteristics. Principles of the ecosystem approach. Advantages and disadvantages of business ecosystems. Business ecosystems in Russia and abroad. Topic 1.3. Data analysis in digital tourism: role, place, meaning. Data analysis in tourism industry. Big Data term. Types of big data collection sources. Scope of application of big data analytics. Power

	BI, Desktop and Mobile. Yandex.Metrica. Google Analytics. Yandex direct commander. K50 Tracker. Calltouch. Topic 1.4. Text analytics essence and capabilities. Review monitoring tools. Key issues in collecting and preparing text data for analytics. Typical tasks of text analytics in tourism. Areas of application of text analytics. Sentiment analysis of texts using PolyAnalyst as an example. Review monitoring tools.
Module 2. Technological solutions for providing professional services	Topic 2.1. Technological solutions for providing services in the professional field. Basic concepts of IoT technology. History of origin. Challenges and trends of the Internet of Things. Scope of application of IoT technology. IoT technology operation diagram. IoT in hospitality industry. Topic 2.2. Applying artificial intelligence technology in tourism. Basic concepts of Artificial Intelligence (AI). AI in hospitality industry. TensorFlow, chat bots. Topic 2.3. Technology for designing tourist geoportals and interactive web maps. Basic definitions: geoportal, web map, web GIS. Stages of designing a tourist geoportal. Problems of using modern tools for creating interactive tourist web maps and geoportals. Topic 2.4. Virtual reality technology in the professional field. VR technologies. Basic concepts. History of VR. Immersiveness. Principle of VR technology operation. Scope of VR technology application. VR platforms.
Module 3. Cloud technologies in professional sphere	Topic 3.1. Basic models for providing cloud services. Cloud solutions in tourism and hospitality industry. Trends in cloud technology development. Cloud solutions and their functionality. Main models of cloud service provision: IaaS, PaaS, SaaS. Examples of cloud solutions in hospitality industry: Amadeus Cloud Service, Nemo (SaaS solution), BOOKINNA, iikoCloud, Clock PMS, etc. Topic 3.2. Cloud systems of relationships with clients in professional activities. Marketing information systems (MIS). CRM systems. Basic concepts. Selection and implementation of a CRM system. Examples of CRM systems. Topic 3.3. Blockchain technology in the professional field. Basic concepts of blockchain technology. Functionality of using blockchain in tourism.

Module 4. Electronic commerce and cyber security	Topic 4.1. E-commerce in the professional field. E-commerce in service and tourism. Integration of an enterprise into electronic business. Online enterprise business models.
	Topic 4.2. Creation and operation of an electronic store. Creation and operation of an electronic store. Platforms for online stores. Drop shipping.
	Topic 4.3. Electronic platforms. Market for online sales of travel services. Electronic trading platforms: definition, types of platforms, functions. Market for online sales of travel services. Crowdfunding.
	Topic 4.4. Applying digital marketing technologies in the professional sphere. SEO, SERM, chatbots, SMM. E-mail newsletter tools.
	Topic 4.5. Information cybersecurity. Main threats and methods. Information security methods, means and technologies. Key trends in cybersecurity and information protection market.

Course Title	Service Quality Management
Course Workload, Credits/ac.hrs.	3 credits (108 hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Subject, purpose, goals, objectives and contents of the course. Classification of quality indicators and methods for their determination	Topic 1.1. Concepts and definitions of service quality. Role of quality in modern society. Goals and objectives of the course. Subject of the course. Subjectivity of consumer perception of service quality. Relationship between quality and production efficiency. Concept of system quality management. Quality gradation. Peculiarities of perception of the quality of services: tourist, excursion, accommodation, catering, etc. Intangible nature of a service, difficulties in measuring and commensurating. Seller-buyer interaction.
Module 2. Regulatory and legal support for the quality of services. Evolution of approaches to quality management in Russia and abroad	Topic 2.1. Role of the state in ensuring the quality of tourism services and protecting consumer rights. State system of standardization of the Russian Federation. GOST ISO 9001-2001 Quality Management Systems. Requirements. Model for quality assurance in design, development, production, installation and maintenance. GOST R 50646-94 Services to the Public. Terms and Definitions. GOST R 51185-98 Tourist Services. Accommodation Facilities. General Requirements. GOST R 50644-94 Tourist and Excursion Services.

	Design of Tourist Services. GOST R 50762-95 Public Catering. Classification of Enterprises. GOST R 52113-2003 Services to the Public. Nomenclature of Quality Indicators. Civil Code of the Russian Federation. Federal Law "On Fundamentals of Tourism Activities in the Russian Federation". Federal Law "On Protection of Consumer Rights". Evolution of approaches to quality management in Russia and abroad. Principles of quality management based on the Taylor system. Modern concept of activity management, business management, total quality management (TQM). Eight key principles of systemic quality management of international standards in ISO - 9000 quality management. Basing modern quality management.
Module 3. Concept of total quality management (TQM). ISO 9000 international standards	Topic 3.1. Indicators of tourism product quality. Personnel qualifications. Reliability. Availability. Characteristics of material support. Products as an integral part of tourism services. Product life cycle in accordance with the ISO standard (quality loops). Quality tools, deployment of quality functions; House of Quality concept, Six Sigma method.
Module4. Competitiveness and quality as a factor for the success of an enterprise in tourism and hospitality industry	Topic 4.1. Concept of competition. Main signs of free market. Conditions for free market system. Consequences for an enterprise producing uncompetitive, low-quality products. Responsibility of legal entities and individuals for violation of Russian legislation for substandard products supply. Mechanism for end-to-end product quality management. Factors for increasing product competitiveness. Ways to increase production flexibility. Forming consumer value of a product. Reasons for low competitiveness of production. Models for quality assessment in competitive systems. Structure of the service provision process. Criteria for models of business excellence: international, European and Russian awards and competitions in the field of quality.
Module 5. Principles of quality management. Service Quality Management	Topic 5.1. Principles of quality management. Project quality management. Application area. Requirements for a service quality system. Responsibility of management, procedures for development, maintenance and provision of documentation. Planning and ensuring quality of services. Quality control. Stages of development of service quality management in tourism and hospitality. Quality of tourist services. Agency and consumer approaches to service quality. Range of services. Main indicators and directions in

organizing service quality. Model for ensuring quality of services in an organization. Personnel quality management in tourism and hospitality industry. Requirements for performers to ensure the quality of services. Job descriptions. In-house procedures and responsibilities. Directions of service quality. Criteria for quality control of customer service. Monitoring compliance with the terms of service on the part of the enterprise. Terms and procedure for consideration of claims and complaints.

Course Title	Analysis and Modeling of Business Processes
Course Workload, Credits/ac.hrs.	5 credits (180 hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1: Organizational Design Tools and Organizational Design	Topic 1.1. Familiarization and study of specific features of organizational design
	Theme 1.2. Getting acquainted with the tools of organizational structure audit
	Topic 1.3. Organizational design
Module 2: Management Regulations and Human Resources Administration Tools	Topic 2.1. Place of personnel administration in process management
	Topic 2.2. Local normative acts, personnel documents and personnel procedures
	Topic 2.3. Personnel audit tools
Module 3: Business Process as an Object of Study	Topic 3.1. Business process: types, characteristics, specific features
	Topic 3.2. Maturity levels of business processes
	Topic 3.3. Formation of business processes in a startup project
Module 4: Identification and Description of Business Processes	Topic 4.1. Familiarization with business process description notations (BPM, ARIS, etc.).
	Topic 4.2. Modeling business processes in BPMN 2.0 notation: modeling levels, structure of elements
	Topic 4.3. Modeling business processes in BPMN 2.0 notation: basic elements, good style rules, interprocess interaction
Module 5: Business Processes Regulation and Assessment Tools	Topic 5.1. Levels of regulation and basic requirements to business process regulation
	Topic 5.2. Qualitative analysis of business processes realization
	Topic 5.3. Quantitative analysis of business processes realization

Course Title	Business Intelligence and Data Analysis
Course Workload, Credits/ac.hrs.	2 credits (72 hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**

Module 1. Business Intelligence Basics	Topic 1.1. The importance and role of business intelligence in modern business. The possibilities of modern business intelligence. Data visualization. Automated data analysis. Forecasting and predictive analytics. Working with big data. Data integration. End-to-end analytics. Dashboards. Topic 1.2. Components and procedure of business intelligence. Data collection and processing. Data analysis. Visualization of the results. Decision-making and optimization of business processes. Topic 1.3. The algorithm of working with business intelligence. Goals and objectives of the analysis. Data sources used for analysis. Tools and software for data collection, storage and analysis. Interpretation of data (trends, patterns). Indicators tracked using business intelligence. Topic 1.4. Business intelligence systems. Decision-Support Systems (DSS). Microsoft Power BI; Qlik Sense; Seeneco; PlanFact; Luxms BI; Almaz BI; Oracle Analytics; PolyAnalyst; Analytical Workspace; Foresight. Analytical platform; Biplan 24; Visiology; SAS Visual Analytics, etc.
Module 2. Data Analysis	Topic 2.1. Introduction to data analysis. An overview of data analysis methods. Overview of statistical packages. Data sources. Input, editing, modification, export/import of data and results. Topic 2.2. Descriptive data analysis. Frequency analysis. Graphical analysis. Descriptive statistics. Estimation of the distribution of variable values. The main types of scales and their corresponding measures of average tendency and measures of dispersion. Normal distribution, Z-standardization, Kolmogorov-Smirnov test. The study of the relationships between variables. The conjugacy table. Formulation of hypotheses. The stages of hypothesis testing. The level of significance and error of the first kind. Chi-squared test. Construction of a scattering diagram. Paired correlation coefficients (Pearson, Kendall, Spearman). Partial correlations. Comparison of averages (t-test for independent and dependent samples, one-factor analysis of variance). Topic 2.3. Linear regression. Regression analysis tasks. Multiple linear regression. Assessment of the quality of the model. Analysis of residues. Multicollinearity. Heteroscedasticity. Dummy variables. Diagnostics of the regression model.

	Topic 2.4. Factor analysis. The procedure for performing factor analysis. Assessment of the suitability of the source data for factor analysis. The method of the main components. Factor loads. Saving factors as new variables in a data file. Interpretation of the values of the factors. Topic 2.5. Cluster analysis. Hierarchical cluster analysis. K-means cluster analysis. Meaningful characteristics of clusters

Course Title	Territorial Recreational System Formation and Management
Course Workload, Credits/ac.hrs.	2 credits (72 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Concept of territorial recreational system (TRS)	Topic 1.1. Concepts of recreation and tourism. Free time. Recreational time, recreational space. Recreational resources. Distinctive features of recreation. Relationship between the concepts of tourism and recreation. Concepts of recreational system (RS) and territorial recreational system (TRS). Topic 1.2. Definition and tasks of recreational geography, place of recreational geography in the system of sciences. Formation and development of recreational geography in the world: main historical stages in the development of recreational geography, modern foreign and domestic concepts of recreational geography. Topic 1.3. Tourist and recreational system (TRS) as a subject of research in recreational geography. Concept of a territorial recreational system by V.S. Preobrazhensky, concept of polarized landscape by B.B. Rodoman, environmental (adaptation) model of a territorial recreational system, model of a sociocultural recreational system. TRS hierarchical levels. Factors in the TRS formation and development. Concept of a territorial recreational system (TRS) as a subject of study of recreational geography. Analysis of direct and feedback connections between TRS components. Concept of a territorial recreational system. Factors in the TRS formation and development.
Module 2. Main factors in TRS formation and development	Topic 2.1. Free time as a basic category for TRS research. Free time budget. Basic approaches to the study of free time, historical, chronological, structural and value approaches to the study of the free time budget. Free time in post-industrial society.

	Temporal and structural aspects of the TRS formation.
	Topic 2.2. Sociological approaches to the study of recreational needs.
	Recreational needs and motives for tourism and recreational activities as a generating factor in the TRS development.
	Geographic distribution of recreational needs, potential of the recreational needs of the population, dependence of the e recreational network development on the spatial distribution of the population throughout the country and its living conditions: geographical, economic, social, environmental as a generating factor.
	Topic 2.3. Recreational potential of the region as an implementing factor.
	Diversity and uniqueness of recreational resources, which determines mono- or polyfunctionality of recreational systems.
	Ratio of the generating factor (recreational needs of the population) and the implementing factor (recreational resources of the territory) as the most important condition for the TRS formation.
Module 3. Basic approaches to assessing the TRS recreational potential	Topic 3.1. Recreational potential of the territory as the basis for recreation and tourism development. Recreational resources: concept, classification, characteristics, assessment methods. Natural recreational resources. Cultural and historical recreational resources. Socio-economic recreational resources, including infrastructure, investment, innovation, information technology, human resources. Ecological situation of the territory, its impact on the development of recreation and tourism. Assessment of the recreational potential of the territory using information technologies.
	Topic 3.4. Methods for studying recreational resources: identification, principles of assessment, conditions of operation and protection. Available information on recreational resources. Reserves, reliability, capacity of recreational resources, differential assessment of recreational resources for various types of tourism. Approaches to assessment: technological, physiological, psychological and economic. Concept of tourist rent.
Module 4. Integrated functional zoning of TRS	Topic 4.1. Zoning as a geographical technique for studying the spatial distribution of phenomena. General geographical approaches to zoning: multidimensionality, objectivity, hierarchy, constructiveness.

	Tourist and recreational zoning, its goals and objectives.
	Area-forming features. Conditions for the interaction of the main factors of tourism development as the basis of modern recreational zoning. Area-forming features of complex recreational zoning; functional orientation, degree of recreational development (developed, moderately and underdeveloped areas), degree of openness of the area (orientation towards serving local or visiting vacationers - open and closed areas), prospects, areas, changes in the content of the concept of prospects during the transition from a planned economy to a market one.
	Choosing area-forming features for various types of recreational zoning: resort, sports, educational tourism.
	Tourist and recreational zoning as a factor reflecting the development of regional tourism at a certain historical stage, approaches to recreational zoning in various historical periods. Recreational zoning of the 1970-80s, 1992, 1996, 2000 and modern tourist and recreational zoning (Irisova T.A., 2006).
	Dividing the territory of Russia into 5 recreational zones and 26 recreational areas.
	Accepted characteristics of tourist and recreational zones and areas.
	Zones as geographical location. Total area of the territory and number of inhabitants. Regional features of recreational needs of the population. Area-forming features of a zone; recreational potential and the degree of its development; popularity in the tourist market. Problems and prospects for tourism development. Tourist and recreational areas included in the zone.
	Areas. Constituent entities of the Russian Federation included in the region. Total area of the territory and number of inhabitants. Specifics of recreational needs of the region's population. Attractiveness of the area for domestic and inbound tourism. Functional structure of the area (analysis of recreational potential): resources of nature-oriented types of tourism, resources of cultural and educational tourism. Degree of recreational development of the territory and recreational provision of the population; level of development of the recreational network and tourist infrastructure, tourist centres, resort areas, tourist routes and existing tourist flows.
Module 5. Modern trends in TRS formation and management	Topic 5.1. Geographical aspects of the tourist demand formation.

	Geographical aspects of the tourism offer formation. Tourist regions of the world, their characteristics. Leading countries in the world tourism market. Tourist flows: types and categories, research methods, geographical features of formation and distribution.
	TRS formation and development in the Russian Federation at the present stage. Russian Federation on the international tourism market. Management by objectives and using public-private partnership mechanisms in TRS management. Legal regulation of the TRS functioning. Laws and regulations. Strategy for the Development of Tourism in the Russian Federation for the Period until 2035. Approved by Order of the Government of the Russian Federation No. 2129-r dated 20 September 2019.
	Topic 5.2. Modern trends in recreation and tourism development.
	Modern general scientific approaches to TRS research: sociologization and humanization, economization, greening, informatization, digitalization.

Course Title	Innovation Management and Entrepreneurship in Tourism
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	

Course Module Title	Course Module Topics
Module1. Subject and content of the discipline. Basic concepts	Topic 1.1. Subject of study. Scientific and technical achievements and scientific and technical innovations: relationship and interdependence. Innovation as an object of management. Essence, difference and relationship of the concepts of product, technology, novation, innovation, discovery, invention, modification, innovation process. Topic 1.2. Goals and objectives of the academic discipline. Place and role of the discipline in the system of higher professional education. Innovative culture formation. Methodology of innovation management theory. Basic concepts, methods and research tools. Concept of innovation. Classification characteristics of novation, innovations and innovative processes and their characteristic features.
Module 2. Innovative development theories	Topic 2.1. Economic and socio-philosophical concepts of innovative development.

	Periodization of social development in terms of the innovation theory. Scientific and technological eras: driving forces of development and reasons for succession.
	Topic 2.2. Concept of technological paradigms and their changes in the process of social development. Concept of technological paradigm. Change of technological paradigms according to periods of dominance. Characteristics of modern technological paradigms and their development. The technological paradigm influence on the strategic choice of organization's development.
Module 3. Innovation processes: types, stages, essence, content	Topic 3.1. Features of product, technological and modifying innovations. Life cycles of innovation. Innovation process essence and structure. Cyclical nature of innovation processes. Innovation cycles and organizing innovation activities. Life cycle concept. Main stages of the product life cycle and their characteristics. Characteristics of innovative development stages.
Module 4. National innovation systems	Topic 4.1. National innovation systems and knowledge economy. Basic provisions of the concept of national innovation systems. NIS goals, objectives and structure. Russian and foreign experience in constructing NIS. Main elements of an innovation system: their role, functions and interaction. Topic 4.2. Goals, objectives, forms and methods of state innovation policy formation and implementation. Russian legislation on innovation activity. Priority directions for science, technology and engineering development. Critical technologies. National projects in innovative development. Topic 4.3. International innovation activity. System of international organizations promoting innovative and technological development. Topic 4.4. Concept of innovation infrastructure. Composition of innovation infrastructure components. Organizations engaged in information services for innovative activities. Organizational support. Legal protection of innovative activities. Current directions for the innovation infrastructure development.
Module 5. Organizing and managing innovative activities	Topic 5.1. Commercialization of the results of scientific and technical activities: essence and features at different stages of the life cycle. Essence of diffuse processes and their main directions. Transfer of scientific and technical activity results at the level of organizations and states. Intellectual property protection.

	Topic 5.2. Goals and objectives of forecasting scientific and technological development. Basic principles of forecasting. Long-term forecasting of economic development. Forecasting and making innovative decisions. Topic 5.3. Intra- and inter-company organizational forms of innovation activity. Alliances in the innovation sphere. Intercompany scientific and technical cooperation. Business incubators. Science and technology parks. Global innovation processes and features of organizing them in tourism.
Module 6. Competitiveness: concept, factors, conditions for ensuring it	Topic 6.1. Concept of competitiveness. Role of competitiveness in a market economy. Main factors determining the competitiveness of products and technology. Competitiveness of brands. Brand. Competitiveness of the enterprise and its innovative activities. Strategic importance of innovations in ensuring the competitiveness of an enterprise. Innovative potential of an enterprise (organization) as the most important factor of competitiveness. Characteristics of the innovative potential of an enterprise (organization). Strategies for innovative development of enterprises and approaches to their formation and implementation.
Module 7. Innovative activity management in a tourism industry enterprise	Topic 7.1. Features of innovation process regulation at macro- and micro-levels of management. Features of organizing payment and incentives for labor in innovative activities. Resistance of enterprise personnel to innovation. Conflicts in the innovative development process. Methods and approaches to overcoming resistance to innovation and conflict resolution. Topic 7.2. Team formation and leadership in the implementation of innovative projects and programmes for innovative development of enterprises. Topic 7.3. Marketing in the innovation sphere. Designing business processes for innovation activities. Organizing monitoring the innovation process. Topic 7.4. Investment in innovation. Ways to organize financing of innovative activities. Forms of financing. Sources of financing and lending. Indicators of commercial effectiveness of innovation. Uncertainty and risks of innovation activity. Classification of risks of innovation activity. Risk

	analysis methods. Risk management in innovation activities. Form of classes: lecture, seminar
Module 8. Management of innovative projects and programmes in tourism	Topic 8.1. Project management as the main technology for implementing innovation. Project concept. Innovative project development and ensuring its implementation. Project as an object of management. Project planning and management based on a process approach. Classification of projects. Project structure and its environment. Features of innovative projects. Project life cycle. Main stages and phases of the project. Project execution team. Key role of the project manager. Interaction between the head and the team. Motivation of project participants. Types of tools used at various stages of the life cycle of an innovation project. Unified information model of the project and CALS technologies. Tools for planning and monitoring the progress of an innovative project. Tools for financial analysis and resource management of an innovative project.
Module 9. Entrepreneurship in the innovation sphere	Topic 9.1. Innovative business idea. Innovative proposal. Innovation request. Mechanisms for ensuring communications in the innovation sphere: trade exchanges and trading platforms for intellectual resources. Mediation in the innovation sphere. Venture entrepreneurship. Innovation as a specific product. Features of promoting innovations on the market. Sales forecast for a new product or service. Technical marketing (marketing at the early stages of the innovation life cycle). Features of organizing an advertising campaign and preparing a sales network for the sale of a new product or service. Pricing for new tourism and hospitality products (services).
Module 10. Developing and presenting an innovative project on specific issues (areas) of tourism management	Topic 10.1. Goals and objectives of innovative project examination. Scientific and technical examination: directions, forms, methods, tools. Registration of the results of scientific and technical examination of innovative projects. Commercial examination of innovation areas: forms, methods, tools. Registration of the results of commercial examination of innovative projects. Topic 10.2. Business planning goals. External and internal functions of a business plan. Conceptual business plan. Comparison of alternatives. Place of a business plan in the life cycle of an innovation project.

	Business plan to justify an innovative proposal. Key questions and content of business plan phases. Methods for developing a business plan. Preparing a business plan. Business plan presentation as an element of marketing.

Course Title	Brand Management in Tourism Industry
Course Workload, Credits/ac.hrs.	2 credits (72 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Concept of brand and essence of brand management in tourism industry	Topic 1.1. History of branding. Approaches to the concept of brand. Main characteristics of a brand. Brand functions. Brand classifications. Positive and negative aspects of branding. Economic and psychological aspects of branding. Features of brand management in tourism industry. Territory branding as the basis for tourism industry development.
Module 2. Brand design in tourism industry	Topic 2.1. Brand birth technologies. Brand creation tools. Marketing research and communications as the basis for brand design. Brand identity. Visual brand identification (corporate style). Building a brand architecture. Features of creating brands in tourism industry.
Module 3. Brand promotion in tourism industry	Topic 3.1. Brand positioning. Brand promotion tools. ATL communications (indirect and mass advertising in print media, indirect and mass radio advertising; indirect and mass advertising on TV; indirect and mass advertising embedded into films (big screen); outdoor advertising (including advertising on transport) and BTL communications (personal sales, PR, direct marketing). Internet branding. Event marketing as an important element of branding in tourism industry.
Module 4. Consumer choice as the basis of brand management in tourism industry	Topic 4.1. Impact of branding on consumers. Consumer behavior and branding. Forming brand loyalty. Developing loyalty programmes.
Module 5. Strategic brand management in tourism industry	Topic 5.1. Brand management concepts and strategies. Brand management: corporate identity and corporate style. Formation of a brand management system at tourism industry enterprises. Brand management mistakes. Competitive advantages of brands. Features of brand transformation and liquidation. Legal bases of branding.

Course Title	International Marketing in Tourism and Hospitality
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)

COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Basic concepts of international marketing in tourism and hospitality	Topic 1.1. International marketing: definition, content, emergence and development. Levels of international marketing in tourism and hospitality: international, multinational, global. Main stages of the transition to global marketing.
Module 2. International marketing environment. Strategies for entry of tourism and hospitality enterprises into international markets	Topic 2.1. Characteristics of international marketing environment. Modern international business infrastructure and entrepreneurial climate. Decision to enter a foreign market. Segmentation of international markets. Marketing assessment of foreign business partners' reliability. Strategy to focus on expanding home market. Strategy for targeting multiple markets. Strategy for targeting global marketing. Ways of entering a foreign market and their specificity in tourism and hospitality. Indirect export. Direct export. Licensing. Joint ventures.
Module 3. International marketing strategies and programme in tourism and hospitality	Topic 3.1. Product strategy in international marketing in tourism and hospitality. Adaptation of goods (services) to different markets. Pricing strategy in international marketing in tourism and hospitality. Types of prices in international marketing. Promotion strategy in international marketing in tourism and hospitality. Branding in international marketing. Sales strategy in international marketing in tourism and hospitality. Selection of distribution channels in international marketing. Integrated logistics in international marketing.
Module 4. Organizing management of international marketing activities	Topic 4.1. Assessing the level of involvement of tourism and hospitality enterprises in international activities. Forms of organizing management of international marketing activities in tourism and hospitality. Export department. International department. Global organization.

Course Title	Tourist Cluster Formation in Russia
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Theoretical foundations of cluster policy in tourism	Topic 1.1. Contents and characteristics of the concept of a tourist cluster. Cluster approach in tourism. Essence of tourist clusters. General characteristics of the main methodological problems in the study of tourism clusters. Regulatory and legal framework for their creation and development.

	Emergence and transformation of the concept of a cluster. Cluster strategy and its advantages in socio-economic development of countries of the world and Russia. Research into tourist clusters in Russia and abroad, experience in creating tourist and recreational clusters and their impact on the tourism industry development. Tourist cluster formation algorithm.
Module 2. Basics of designing a tourist and recreational cluster	Topic 2.1. Types of clusters, their structure, conditions of emergence and functioning. Basic approaches and examples of cluster classification. Role of clusters in the implementation of the of Domestic and Inbound Tourism Development for 2019-2032 federal target-oriented programme. Formation of ideas about clusters as points of growth of domestic tourism and a tool for effective management. Methods for identifying tourist clusters in the regional tourism system.
Module 3. Regional aspects of tourist cluster formation	Topic 3.1. Aspects of recreation and tourism, models of recreation concepts: commercial, technological, sociocultural and political and economic, as well as the essence and relationship of recreational and tourist spaces, resorts, tourism destinations and clusters are considered.
Module 4. Investment and innovation aspects of cluster policy in tourism	Topic 4.1. Tourism and scientific and technological progress. Practice of introducing innovations in the Russian market of tourism services. Concept of a tourist-recreational cluster model. Structure of tourist and recreational facilities. Their thematization. A set of clusters of tourist and recreational facilities. Rational use of the existing facilities and resources, objects of natural and historical and cultural heritage when modelling a cluster.

Course Title	Hospitality Industry Economy
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Hotel enterprise: legal and economic basis of its functioning	Topic 1.1. Organizational forms of entrepreneurship of hotel enterprises. Fundamentals of economic activity of a hotel enterprise.
Module 2. Features of hotel activities and hotel product	Topic 2.1. Hotel enterprise resources. Economic activity of a hotel enterprise. Costs of a hotel enterprise. Topic 2.2. Pricing policy of a hotel enterprise. Topic 2.3. Income, profit, losses of a hotel enterprise.

	Indicators of a hotel enterprise's economic activity efficiency. Topic 2.4. Taxes and taxation of the activities of a hotel enterprise. Topic 2.5. Hotel product and its quality. Hotel product and its elements. Hotel product quality and its evaluation.
Module 3. Analysis of the activities of hotels and other accommodation facilities	Topic 3.1. Planning the activities of hotels and other accommodation facilities. Topic 3.2. Economic analysis of the activities of a hotel enterprise.

Course Title	Legal Regulation of Tourism Activities
Course Workload, Credits/ac.hrs.	3 credits (108 hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Legal basis of tourist activity	Topic 1. Introduction. The goals and objectives of the academic discipline. " Legal Regulation of Tourism Activities" in the system of vocational training.
	Topic 2. Sources of legal support for professional activity in tourism. Sources (forms of expression) of legal support for professional activity in tourism. The composition and main content of the current legislation of the Russian Federation and international acts regulating tourist activities.
	Topic 3. International legal regulation of tourism. International legal regulation of tourism and tourism activities. International organizations. The United Nations (UN). World Tourism Organization (UN Tourism, ex-UNWTO). The World Health Organization. The World Trade Organization. Non-profit organizations in the field of tourism. Non-governmental international organizations. International regional tourist organizations. International agreements in the field of tourism. Universal international treaties. Regional international treaties. Bilateral international agreements.
	Topic 4. State regulation of tourist activities in the Russian Federation. The constitutional foundations of tourism activity in the Russian Federation. Federal Law "On the basics of tourist activities in the Russian Federation". Principles of state regulation of tourism activities. The powers of the state authorities of the Russian Federation in the field of tourism. The powers of

	the state authorities of the subjects of the Russian Federation to create favorable conditions for the development of tourism in the subjects of the Russian Federation. The rights of local governments to create favorable conditions for the development of tourism. Goals, priorities, and methods of state regulation of tourism activities.
	Topic 5. Technical regulation in tourism. The concept of technical regulation in tourism. Standardization. Bodies that carry out standardization and certification. Types of standardization documents. The concept of a standard. Types of standards. Certification of tourist services. Classification of objects of the tourist industry. Classification of hotels. "Regulations on the classification of hotels". Classification of ski slopes, classification of beaches.
	Topic 6. Entrepreneurial activity in tourism. The legal status of tour operators and travel agents. The concept of entrepreneurial activity in the field of tourism. Business entities in tourism. Individual entrepreneur. Legal entity. Organizational and legal forms of formation of a legal entity. State registration of a legal entity and an individual entrepreneur. Tour operators and travel agents. The legal status of tour operators and travel agents and other legal entities engaged in travel organization activities. Conditions for the implementation of tour operator activities. Unified Federal Register of Tour Operators.
	Topic 7. Civil law regulation of contracts in tourism. Civil law regulation of tourism activities. The Civil Code of the Russian Federation. The concept of a contract. The content of the agreement. Essential terms of the agreement. The moment of conclusion of the contract. Classification of contracts. The form of the contract. The stages of concluding the contract. The offer. Acceptance. A call for an offer. Public offer. Grounds for changing or terminating the contract. Unilateral withdrawal from the contract. Termination of the contract due to a significant change in circumstances. Types of contracts in the field of tourism and tourism activities. A contract for tourist services. An agreement on the sale of a tourist product. The

	formation of a tourist product. The tour operator's contracts with third parties.
	The legal basis for the formation and promotion of a tourist product. The subject of the contract. The parties to the agreement. Essential terms of the agreement. The form of the contract. Appendices to the agreement. The booking sheet for the travel product sales agreement.
	Agreements between the tour operator and the travel agent. Agency agreement. The contract of assignment. The commission agreement.
	Topic 8. Protection of the rights of consumers of tourist services. Sources of legal regulation of consumer protection relations. The Law of the Russian Federation "On Consumer Protection". The consumer's right to the quality of the service. The right to the security of the service. The right to information about the service. The right to free choice of services. The right to compensation for damage in the provision of services. The right to protection of violated consumer rights. Consumer protection organizations. The rights of tourists. Duties of tourists. Protection of tourist's rights. Associations of tourists. Consumer safety. Ensuring personal safety and security of property. Risk. Risk factors in tourism. Ways to reduce the level of risk. Informing about the security threat at the place of temporary stay. Consumer insurance. The concept and types of insurance. Forms of insurance. Insurance risk and insured event. The insurance contract. The parties to the insurance contract. Essential terms of the insurance contract. Conditions for the insurer's exemption from payment of the insured amount. Features of tourist insurance
Module 2. Workflow in the professional field	Topic 9. Workflow in the system of documentation support for the management of an organization in the field of tourism. The concept of documentation support for the management of an organization in the field of tourism. Record keeping as an activity providing documentation, document management, operational storage and use of documents.
	Topic 10. Workflow in the professional field. Electronic workflow management is the concept of document management. The volume of workflow. Document flow.

	Internal document management. The nomenclature of cases. The formation of cases. Operational storage of documents. Destruction of documents. Storage and accounting of archival documents. Typical document processing technologies. Processing of outgoing and incoming documents. Registration of documents, control over the execution of documents and decisions made. Electronic document management. Conversion and migration (of electronic documents).

Course Title	Human Resource Management
Course Workload, Credits/ac.hrs.	2 credits (72 hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Fundamentals of the organization of the personnel management service at the enterprise	Topic 1. The personnel of the enterprise as a special object and subject of management. The personnel management system at the enterprise. The relationship of the personnel management system with the goals of the organization. The organization's management system, the composition of subsystems and elements. The main requirements for the personnel management system. Principles and methods of building a personnel management system. The external and internal environment of the personnel management system. The evolution of approaches to personnel management. Features of personnel management in the context of the formation of market relations. Analysis of personnel management concepts. The role of management in the organization in the personnel management process.
	Topic 2. Organization of the personnel management service. The main functions of personnel management and options for organizational structures of the personnel management service. The role of the personnel management service in the development of the organization. Principles, functions and organizational structure of the personnel management service. HR management procedures and operations
	Topic 3. Organization of work with personnel and personnel service at the enterprise. The composition and content of the regulations on personnel management units and job descriptions of personnel management specialists. HR technologies: operations and procedures. The main

	norms and standards used in the practice of personnel management. Interaction of the personnel management service with other structures of the institution (organizations, enterprises) and line managers. Making personnel decisions and the responsibility of the head.
Module 2. Recruitment and organization of personnel adaptation activities	Topic 4. Recruitment and career guidance. Recruitment policy. Selection of recruitment sources. The relationship of recruitment methods with the personnel policy of the organization. Determining the need for recruitment. Research of the external and internal labor market. Search for candidates inside and outside the company. External and internal recruitment sources. Interaction of the personnel management service with external organizations in the selection and career guidance of personnel. Topic 5. Modern forms and methods of finding and hiring employees. Methods and technology of personnel search, evaluation and selection. Competitive recruitment of staff. Principles of professional selection. Organization of the selection procedure. Methods of evaluating applicants for a vacant position (workplace). Staff release. The main forms of career guidance work. Topic 6. Professional and organizational adaptation of staff. Adaptation management system, professional and social adaptation in the team. Organization of personnel adaptation management. Indicators of the success of the adaptation process of specialists and managers.
Module 3. Management of professional promotion and staff development	Topic 7. Management of staff professional advancement. The stages of the system of professional promotion of line managers in the organization. Working with the personnel reserve. Conducting competitions to fill vacant positions of specialists and managers. Development of young employees with leadership potential. The concepts of the work path and career. Strategy for changing the level of competence of the staff Topic 8. Staff promotion programs. Personnel promotion programs – as a regulator of its development in the organization. The main types of programs. Their orientation and structure. Career development issues and support programs.

	Topic 9. Personnel development management.
	The goals and objectives of training qualified personnel. Principles, methods, forms and types of training. The structure of the personnel training system.
	Strategic and operational planning of the retraining and advanced training process. Intensive learning technologies: types, purpose, use.
	Topic 10. Staff motivation management.
	The concept and essence of the motivation process. Modern theories of motivation. The system of needs of a "social person" and its use in personnel management
	Topic 11. Staff remuneration is the concept, principles and policy of the organization.
	The objectives of the remuneration system, its main forms. Stimulation of labor activity.
	Topic 12. Evaluating the effectiveness of personnel management.
	The goals and objectives of the personnel performance assessment system in the organization. The essence of management personnel assessment methods. Assessment methodology and procedures. The essence of the audit of the personnel management system in the organization. The ratio of economic and social efficiency of personnel management

Course Title	Investment Design and Business Assessment
Course Workload, Credits/ac.hrs.	4 credits (144 hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Investment Design Basics	Topic 1. Investment activity and investments.
	An investment project. Stages of investment design. State regulation of investment activity. Return on investment. Determining the discount rate.
	Topic 2. Methods of evaluating the effectiveness of investment projects.
	Real options and modern methodology for evaluating investment projects. Analysis of the sustainability of an investment project using sensitivity assessment, scenario analysis and simulation modeling. Design specifications and estimates of an investment project.
Module 2. Managing the implementation of investment projects	Topic 3. Conditions for the implementation of an investment decision.

	The business plan of the investment project. The structure and content of the sections of the business plan. Description of the object of the business plan of the tourism sector. Conducting an analysis of the travel agency's business environment. The marketing plan and its features in business planning. Conducting a SWOT analysis as part of a marketing plan. Setting SMART business plan goals. The value of the resume. Business plan of a tourism industry enterprise: production plan, break-even estimate (critical point of production volume). The marketing plan. The organizational plan. The financial plan. Requirements for the preparation of a financial plan. Business planning in modern technology of attracting investment resources. Valuation of investments in business planning. The discount method. Indicators of the economic efficiency of the business plan. A risk plan and estimated indicators of its level.
Module 3. Business Valuation	Topic 4. The process of determining the value of an enterprise. The cost of equity. The cost and structure of the borrowed capital of the investment project. The CAPM model as a method for calculating the required return on investments based on an assessment of their risk. Topic 5. Business valuation methods. The importance of business valuation in making investment decisions.

Course Title	Optimizing Business Processes of Enterprises in Tourism and Hospitality
Course Workload, Credits/ac.hrs.	2 credits (72 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Fundamentals of process management	Topic 1.1. Functional and process approach to management. Process management of an organization. Organization as a set of processes. Process goals. Classification of processes. Description of processes. Management cycles. BPM (Business Process Management). Topic 1.2. Life cycle of process management in BPM. Process owner. Process inputs and outputs. Benchmarking. Standard and reference models. 13-process reference process model. Seven properties of the process. Monitoring and measuring processes.

Module 2. Technologies for optimizing business processes	Topic 2.1. Modelling the activities of an organization. Process modelling. Business process-oriented methodologies. Main tool systems for modelling: IBM WebSphere Business Modeler (IBM); ARIS Business PERFOMANCE Edition (IDS Scheer AG); CA ERWin Process Modeler (CA) Hyperion Performance Scorecard (Oracle); ORG-Master Pro (Business Engineering Group). Topic 2.2. Classification of organization models. Topic 2.3. Description of business processes. Topic 2.4. Process analysis methods and process improvement. Topic 2.5. Process risk analysis. Topic 2.6. Controlling and monitoring processes. Topic 2.7. Information technologies in tourism and hospitality.

Course Title	Business Engineering in Tourism Industry
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Theoretical foundations of business engineering	Topic 1.1. Concept and content of business engineering. Goals and results of engineering. Business engineering from its origins to the present day. Business engineering as a new type of management activity. Classification of business engineering forms. Engineering services as a special type of market product. Topic 1.2. Concept and essence of a business process. Key business process indicators. Classification of business processes. Deming-Shewhard cycle. Business process identification and ranking. Determining organization's critical success factors. Business process model and ways of describing it. Business process efficiency. Business process layout. Topic 1.3. Business process design. Risks of business process design. Concept of reengineering. Reengineering as a management tool. Business engineering tools. Business engineering methods (BPR methods, quality management theory, TQM, CPI). Business engineering stages.
Module 2. Business engineering as a type of management activity	Topic 2.1. Company as a business system. Business systems architecture. Basic concepts and definitions. Main characteristics of business systems architecture.

	Topic 2.2. Business engineering information technologies.
	Software tools (EAM tools) for enterprise architecture management. Concept of process and process approach.
	Topic 2.3. Applying the process approach in company management.
	Component model by R. Ackoff, F. Emery.
	Topic 2.4. Enterprise reengineering methodology (conceptual model for redesigning enterprise activities).
	Methods for analyzing management structure for redesign purposes. Concept of restructuring. Analysis of the existing business model; methods of reorganizing a company for the purpose of reengineering. External environment in reengineering; reengineering risks; reengineering project.
	Topic 2.5. Optimizing business processes.
	Key concepts of efficiency and optimization: starting point and parameters of activity: subject, object, subject matter, means, result. Business process reengineering as a method for optimizing the architecture of a business system. Innovative reengineering of a service sector enterprise. Financial engineering.

Course Title	Financial Management
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)
COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module 1. Analysis and planning in financial management system	Topic 1.1. Objectives, goals and organization of financial management. Topic 1.2. Analytical financial documents and their use in financial management. Topic 1.3. Analysis and assessment of the company's financial activities; financial ratios. Topic 1.4. Financial planning and budgeting.
Module 2. Analysis and planning in financial management system	Topic 2.1. Valuation of financial assets and making investment decisions. Topic 2.2. Risks. Topic 2.3. Capital asset pricing model (CAPM). Topic 2.4. Stock market and equity capital cost. Topic 2.5. Debt capital market and the cost of corporate debt. Topic 2.6. Weighted average cost of capital and valuation of a company's business.

Course Title	Cross-Border Development in Tourism
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)

COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Human life safety and habitat	Topic 1.1. Tourism industry as one of the most dynamically developing areas in international service trade in the world. Development trend of the experience industry and the importance of tourism. Uneven dynamics of international tourist flows: leadership of the European region (France, Spain, Italy and other countries), growth dynamics of tourist visits in Africa and the Asia-Pacific region. Dynamics of the purposes of tourist trips. Significance of event tourism and, in particular sports tourism, in the modern development of tourism business. Dynamics of transport services in connection with tourism development. Personification, development of individual tourism. World Tourism Organization (UNWTO) forecast for tourism development in the world - Tourism: Panorama 2023. Main trends: tourism product diversification, search for new tourist destinations, reduction in the average duration of tourist trips, choosing alternative means of accommodation and transport as modern trends in tourism development, tendency of exceeding growth rate of the number of travellers to neighboring countries or countries of the nearest regions compared to the number of travellers to distant countries. Importance of domestic tourism in the modern development of the industry of rural tourism, short-term holidays, holidays outside the peak season, active types of tourism, short-term trips to other cities for educational purposes, choosing tours with accommodation not in hotels but in self-catering apartments as a trend in changing tourist preferences. Preferences of tourists associated with a high level of service and reasonable price-quality ratio. Topic 1.2. Factors determining the dynamics and future of tourism industry: competition, information technology, air travel, tour operator services, as well as political and social development conditions. Influence of government policies, demographic and social changes, innovative technologies development as factors in the dynamics of tourism. Saturation of some forms and types of tourism offered by tourist centres and countries (for example, in the beach holiday market).

| Module 2.
Regions' tourism policy | Topic 2.1. Desire of countries to maintain and increase their tourist attractiveness.
Main aspects of policies aimed at tourism development: balance between growth in demand and growth in supply; implementation of tourism development planning in accordance with the principles of sustainable development; long-term investments in the tourism sector and development of regional infrastructure; ensuring clear government strategies for tourism development, flexibility and efficiency in decision-making; measures to legally regulate the entry of tourists into the country - reducing the number of restrictions. Conditions for the emergence of new tourism products both at the level of individual tourism associated with environmental interests and mass tourism. Allocation of state budget funds sufficient for the non-commercial promotion of a tourism product in the domestic and world markets (the experience of Great Britain and Spain).
High level of media attention to the problems of tourism development.
Topic 2.2. Task of creating an image of a country favorable for visiting as a state task.
State advertising of a tourism product.
Taking into account the forecast for the development of tourism in the world compiled by the World Tourism Organization (UNWTO) - Tourism: Panorama 2023. Objectives for the next decade according to UNWTO: increasing the overall responsibility of and coordination role from the governments of countries which rely on tourism development; ensuring security measures and timely provision of tourists with the necessary information; increasing the role of state policy in tourism; strengthening the role of public and private partnerships; need for government investment in tourism development, primarily in the tourism product promotion and tourism infrastructure development. |
| Module3.
State of cross-border tourism in the Russian Federation | Topic 3.1. Tourism revenues in GDP taking into account the multiplier effect.
Tourism resources in Russia: cultural centres, recreational areas and ecological territories, tourist attractions.
State of tourist infrastructure. Hotel construction growth due to investments from both foreign and domestic investors. Types of tourism of particular interest for the development of inbound tourism in Russia: cultural, educational, business, as well as specialized (cruise, event, environmental, rural, hunting and fishing, active, including in the future, |

	skiing, extreme (adventure), ethnic, educational, scientific, etc.) tourism.
	Topic 3.2. Regions with a high level of tourism product development (Moscow and the Moscow region, St. Petersburg and the Leningrad region, the Caucasian Mineral Waters region, the Golden Ring regions, etc.).
	Topic 3.3. Regions with an average level of tourism product development (Northwestern region, Central Russia, Volga region, Rostov region, Primorsky Territory, etc.).
	Topic 3.4. Regions with an insufficient level of tourism product development, but with significant potential.
	Coastal territories of the Caspian and Azov seas, the Far East region of Western Siberia (Altai, Krasnoyarsk Territory, etc.). Tomsk region as a promising tourism region.
	Topic 3.5. Disadvantages of the development of the tourism industry in Russia.
	Transport component issue in ensuring the development of tourism in Russia.
	State of international cooperation in tourism. Objectives: improving the quality of tourism and related services.
Module 4. Prospects and strategy for cross-border tourism development in the Russian Federation	Topic 4.1. Goal of cross-border tourism development in the Russian Federation - formation of a modern, effective, competitive tourism market, providing ample opportunities to meet the needs of Russian and foreign citizens for tourism services, increasing employment and income levels.
	Factors providing incentives for the successful development of inbound and domestic tourism in the Russian Federation as one of the elements of economic growth, strengthening the international authority of the country and improving the quality of life of the population.
	Topic 4.2. Main objectives of cross-border tourism development in Russia.
	Improving legal regulation in tourism; developing and improving tourism infrastructure, including related one (transport, catering, entertainment industry, etc.); creating new priority tourist centers; advertising and informational image promotion of Russia as a country favorable for tourism in the global and domestic tourism markets; improving the quality of tourism and related services; improving visa policy, including in simplifying the conditions for entry into Russia for tourists from cross-border countries which are safe in terms of migration; ensuring conditions for the personal tourist safety.

Course Title	Maintaining Ecological Balance of Tourist Areas
Course Workload, Credits/ac.hrs.	3 credits (108 academic hours)

COURSE DESCRIPTION	
Course Module Title	**Course Module Topics**
Module1. Methodological approaches and concepts of environmental management and audit in tourism and maintaining ecological balance	Topic 1.1. Organizing tourism and environmental activities. Tourism as an object of interdisciplinary research and area of practical activity. Tourism and environment. Environmental activities. Tourism and nature conservation. Regulatory and legal basis for the development of management and audit systems in tourism and environmental activities. Unity and diversity of conceptions and definitions of tourism management. Object, subject, purpose and objectives of environmental management and audit in tourism and environmental activities. Management and audit in the field of tourism and environmental activities. Role, tasks and functions of a manager in tourism and nature conservation. Functional areas of activity of a manager in tourism and environmental activities. Professional qualities of a manager. Management and audit methods. Mechanism for managing environmental protection and ecological balance. Environmental audit in tourism and environmental activities as an element of environmental management, its principles and objectives. Topic 1.2. National and international standards for the state of the environment and permissible environmental impact as a basis for environmental audits. Objects and stages of auditing tourism and environmental activities. General scheme of the audit. Audit technology. Environmental requirements for implementing tourism activities. Environmental audit of hotels on a number of parameters: finishing materials, air quality, energy and water supply, lighting, protection from harmful external effects, waste disposal. Audit as a path to certification. Status of environmental certificate in tourism. Objects of certification and criteria for certification in tourism. Specifics of auditing specially protected natural conservation areas.
Module 2. Environmental activities	Topic 2.1. Role and significance of environmental activities. Regulatory and legal framework for the development of environmental activities in the world. Concept of specially protected natural conservation areas (SPNCA). SPNCA role in

	solving pressing environmental problems of our time, preserving biological and landscape diversity. Concepts of biological and landscape diversity. Preservation of biological and landscape diversity as one of territorial sustainable development goals. Concept of landscape-ecological balance. Factors for maintaining landscape and environmental balance: optimal ratio of natural components and optimal level of landscape diversity. Environmental activities in the world. History of the creation of a network of specially protected natural conservation areas. SPNCA current state in the world. SPNCA international classification. Topic 2.2. Categories and types of specially protected natural conservation areas of the world. National parks and reserves. Nature reserves and sanctuaries. Examples of specially protected natural conservation areas in Europe, Asia, North America, South America, Africa, Australia and New Zealand. SPNCA goals and role for developing regions and countries. Social and economic role, priority tasks and functions of ecotourism. Ecotourism within specially protected natural conservation areas and in undisturbed nature. Tourists in national parks around the world.
Module 3. Typology of tourist macroregions	Topic 3.1. Typology of the leading countries of the world according to their specialization in the international tourism market. Five main tourist types of countries. Type 1: economically developed countries with a mature system of international tourism and comprehensive tourism specialization. Type 2: new tourist countries with an intensively emerging multifunctional system of international tourism. Type 3: moderately developed countries with a multifunctional system of international tourism in the stage of transformation with an extensive way of developing international tourism. Type 4: small island states of the Caribbean focused on coastal health tourism. Type 5: developing countries with an underdeveloped nature-oriented international tourism market. Patterns of territorial organization of tourist entities focused on different forms and types of tourism.
Module 4. Environmental consequences of tourism development. Programmes for maintaining ecological balance	Topic 4.1. Direct, indirect, positive and negative impacts of tourism. Positive impact of tourism: protection and restoration of historical monuments, creation of national parks and reserves, protection of coastlines and reefs, conservation of forests, etc. Negative impacts of tourism: impact on water and air quality, destruction of local fauna, destruction of historical

	monuments, etc. Classification of the impact of tourism on the environment. Impact of tourism activities on landscape components. Complex impact on water ecosystems. Impact of tourism activities on natural territorial complexes. Topic 4.2. Potential stability of natural complexes. Stages of digression as a characteristic of the degree of change in the properties of natural complexes. Permissible loads and methods for their calculation. Formation and classification of landscapes transformed by tourism activities. World Tourism Organization environmental protection and ecological balance maintenance programmes.

HEAD OF PROGRAMME

Professor, Doctor habil. in Economics		**E.S. Bogomolova**
Position, Educational Department	Signature	Name