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**Federal State Autonomous Educational Institution of Higher Education  
PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA  
NAMED AFTER PATRICE LUMUMBA  
RUDN University**

**Higher School of Management**

educational division (faculty/institute/academy) as higher education programme developer

**COURSE SYLLABUS**

**Optimizing Business Processes of Enterprises in Tourism and Hospitality**

(course title)

**Recommended by the Didactic Council for the Education Field of:**

**43.04.02 Tourism**

field of study / speciality code and title

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

**Business Processes in Tourism and Hospitality**

higher education programme profile/specialisation title

## 1. COURSE GOAL

The Optimizing Business Processes of Enterprises in Tourism and Hospitality course is aimed at studying modern methods of managing enterprises in the tourism and hospitality sector in the context of the rapid development of information and digital technologies and their use in the system of socio-economic relations in all advanced and developed countries of the world, further expanding the boundaries of the global economy and instantaneous speed of dissemination and exchange of information. All this creates qualitatively new conditions for organizing and improving business at enterprises, including the tourism and hospitality sector, and requires a systematic approach to the management of specialized enterprises. One of the ways to achieve success is to periodically (regularly) optimize business processes based on a system analysis of the enterprise's activities, tools and methods of business engineering taking into account the state and characteristics of the external and internal environment.

## 2. REQUIREMENTS FOR COURSE OUTCOMES

Mastering the Optimizing Business Processes of Enterprises in Tourism and Hospitality course is designed for students to acquire the following competencies (parts of competencies):

*Table 2.1. List of competences that students acquire when mastering the course*

<b>Competence Code</b>	<b>Competence Descriptor</b>	<b>Competence Formation Indicators</b> (within this course)
PC-2	Able to manage project development, justification and implementation, introduce changes in the tourism sector	PC-2.1. Able to design professional activity objects taking into account modern technologies and tourism innovations; PC-2.2. Able to organize, coordinate and control activities for the development of business plans in tourism as a technology for justifying projects and making business decisions; PC-2.3. Able to carry out resource planning for tourism projects, monitor the project implementation process, promptly identify deviations in the implementation of business plans in the tourism sector and manage activities to eliminate them.
PC-3	Able to manage reforming and restructuring tourism enterprises	PC-3.1. Able to form a tourism product, including based on modern information and communication technologies, as well as taking into account tourists' individual and special requirements; PC-3.2. Able to organize the sale of tourism products and individual tourism services; PC-3.3. Able to conduct negotiations with partners, agree on the terms of interaction for tourism product sales.
PC-7	Able to assess the effectiveness of management decisions on choosing a concept, developing and implementing a plan for the	PC-7.1. Able to assess the effectiveness of management decisions in strategic areas of activity of tourism enterprises; PC-7.2. Able to formulate a plan for implementing a tourism enterprise strategy using project management approach.

Competence Code	Competence Descriptor	Competence Formation Indicators (within this course)
	tourism enterprise development strategy	

### 3. COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The Optimizing Business Processes of Enterprises in Tourism and Hospitality course refers to the variable component of the B1 block of the higher educational programme curriculum.

Within the higher education programme students also master other disciplines (modules) and / or internships that contribute to the achievement of the expected learning outcomes for the Optimizing Business Processes of Enterprises in Tourism and Hospitality course.

*Table 3.1. The list of the higher education programme components that contribute to the achievement of the expected learning outcomes for the course.*

Competence Code	Competence Descriptor	Previous Courses/Modules, Internships*	Subsequent Courses/Modules, Internships*
PC-2	Able to manage project development, justification and implementation, introduce changes in the tourism sector	<ul style="list-style-type: none"> <li>Organizing Project Activities in Tourism</li> <li>Research and Development</li> </ul>	<ul style="list-style-type: none"> <li>Business Engineering in Tourism Industry</li> <li>Cross-Border Development in Tourism</li> <li>Research and Development</li> <li>Pre-Graduation Internship</li> <li>Preparing for defence and defending a graduation thesis</li> </ul>
PC-3	Able to manage reforming and restructuring tourism enterprises	<ul style="list-style-type: none"> <li>International Marketing in Tourism and Hospitality</li> <li>Tourist Cluster Formation in Russia</li> </ul>	<ul style="list-style-type: none"> <li>Digitalization and Information Technology Provision of the Professional Sphere</li> <li>Territorial Recreational System Formation and Management</li> <li>Business Engineering in Tourism Industry</li> <li>Pre-Graduation Internship</li> <li>Preparing for defence and defending a graduation thesis</li> </ul>
PC-7	Able to assess the effectiveness of management decisions on choosing a concept, developing and implementing a plan for	<ul style="list-style-type: none"> <li>Tourist Market Economics</li> <li>Hospitality Industry Economy</li> </ul>	<ul style="list-style-type: none"> <li>Service Quality Management</li> <li>Financial Management</li> <li>Maintaining Ecological Balance of Tourist Areas</li> <li>Pre-Graduation Internship</li> </ul>

Competence Code	Competence Descriptor	Previous Courses/Modules, Internships*	Subsequent Courses/Modules, Internships*
	the tourism enterprise development strategy		<ul style="list-style-type: none"> <li>Preparing for defence and defending a graduation thesis</li> </ul>

\* -To be filled in according with the competence matrix of the higher education programme

#### 4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

The total workload of the Optimizing Business Processes of Enterprises in Tourism and Hospitality course is 2 credits.

Table 4.1. Types of academic activities during the period of mastering the HE programme

Type of Academic Activities	TOTAL, academic hours	Semester
		2
Classroom learning, academic hours.	34	34
including:		
Lectures	17	17
Lab work	-	-
Seminars	17	17
<i>Self-study, academic hours</i>	29	29
<i>Evaluation and assessment (graded pass/fail), academic hours</i>	9	9
<b>Course workload</b>	ac. hrs.	72
	credits	2

#### 5. COURSE MODULE CONTENTS

Table 5.1. Course Module Contents

Module Title	Course Module Contents	Learning Activities*
Module1. Fundamentals of process management	<p>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).</p> <p>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.</p>	Lecture, Seminar

<b>Module Title</b>	<b>Course Module Contents</b>	<b>Learning Activities*</b>
Module 2. Technologies for optimizing business processes	<p>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 PERFORMANCE Edition (IDS Scheer AG); CA ERWin Process Modeler (CA) Hyperion Performance Scorecard (Oracle); ORG-Master Pro (Business Engineering Group).</p> <p>Topic 2.2. Classification of organization models.</p> <p>Topic 2.3. Description of business processes.</p> <p>Topic 2.4. Process analysis methods and process improvement.</p> <p>Topic 2.5. Process risk analysis.</p> <p>Topic 2.6. Controlling and monitoring processes.</p> <p>Topic 2.7. Information technologies in tourism and hospitality.</p>	Lecture, Seminar

\* - To be filled in only for **FULL-TIME** mode of study: *Lecture, Lab Work, Seminar.*

## **6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS**

*Table 6.1. Classroom Equipment and Technology Support Requirements*

<b>Classroom for Academic Activity Type</b>	<b>Classroom Equipment</b>	<b>Specialized educational / laboratory equipment, software and materials for mastering the discipline (if necessary)</b>
Lecture	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 7 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)
Seminar	Classroom equipped with a set of specialized furniture; whiteboard; a set of devices includes portable multimedia projector, laptop, projection screen, stable wireless Internet connection.	Microsoft Garant Consultant Plus Windows 7 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)
Self-Studies	Classroom equipped with a set of specialized furniture; PCs with access to electronic information and educational environment.	Microsoft Garant Consultant Plus

Classroom for Academic Activity Type	Classroom Equipment	Specialized educational / laboratory equipment, software and materials for mastering the discipline (if necessary)
		Windows 7 KMS Corp (OS, Windows), MSOffice Professional Plus (office applications, MSOffice)

## 7. RESOURCES RECOMMENDED FOR THE COURSE STUDY

### *Laws and Regulations:*

1. 1. Federal Law No. 132-FZ dated 24 November 1996 “On Fundamentals of Tourism Activities in the Russian Federation” (latest edition). - URL: [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_12462](http://www.consultant.ru/document/cons_doc_LAW_12462)
2. National standard of the Russian Federation. Engineering. Order of the Federal Agency for Technical Regulation and Metrology No. 1907-st dated 30 November 2016. [http://www.consultant.ru/document/cons\\_doc/](http://www.consultant.ru/document/cons_doc/)
3. Federal Law No. 127-FZ dated 26 October 2002 “On Insolvency (Bankruptcy)”. (latest edition) [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_39331/](http://www.consultant.ru/document/cons_doc_LAW_39331/)
4. Federal Law No. 209-FZ dated 24 July 2007 “On Development of Small and Medium-Sized Businesses in the Russian Federation” (latest edition) [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_52144/](http://www.consultant.ru/document/cons_doc_LAW_52144/)
5. Federal Law No. 129-FZ dated 08 August 2001 “On State Registration of Legal Entities and Individual Entrepreneurs” (latest edition) [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_32881/](http://www.consultant.ru/document/cons_doc_LAW_32881/)
6. Law of the Russian Federation No. 2300-1 dated 07 February 1992 “On Protection of Consumer Rights” as amended by Federal Law No. 250-FZ dated 29 July 2018 <http://logos-pravo.ru/zakon-rf-o-zashchite-prav-potrebiteley-s-kommentariyami>

### *Main Readings:*

1. Digital Business Models / S. Ronteau, L. Muzellec, D. Saxena, D. Trabucchi. – Berlin: De Gruyter, 2022. – 182 p. – ISBN 9783110762556, 9783110762419, 9783110762594. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/96546>
2. Reconfiguration of Business Models and Ecosystems. Decoupling and Resilience / Edited by Svetla T. Marinova, Marin A. Marinov. – New York: Routledge, 2023. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/99497>
3. Sustainable Business. Managing the Challenges of the 21st Century. - M. Fischer, D. Foord, J. Freccè. – Berlin: Springer Nature, 2023. – 142 p. – ISBN 9783031253973, 9783031253966. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/101541>

### *Additional Readings:*

1. European journal of economics and management sciences (2023) (<https://cyberleninka.ru/journal/n/european-journal-of-economics-and-management-sciences?i=1122934>)
2. Frolova, E.V., Kabanova, E.E., Rogach, O.V., Vetrova, E.A., & Ryabova, T.M. (2020). A spotlight on Russian tourism and hospitality industry. International Transaction Journal of Engineering, Management and Applied Sciences and Technologies
3. HOSPITALITY AND TOURISM INFORMATION TECHNOLOGY • Luana Nanu, Auburn University, USA • Khuraman Shahtakhtinskaya, University of South Florida, USA • Gamze Kaya, Mersin University, Turkey • M. Omar Parvez, Eastern Mediterranean University, Turkey (2021) (<https://digitalcommons.usf.edu/cgi/viewcontent.cgi?article=1175&context=m3publishing>)
4. Tourism: The Business of Hospitality and Travel, 6th Edition (2018) ([https://sanet.st/blogs/mgbook/tourism\\_the\\_business\\_of\\_hospitality\\_and\\_travel\\_th\\_edition.2976914.html](https://sanet.st/blogs/mgbook/tourism_the_business_of_hospitality_and_travel_th_edition.2976914.html))
5. The International Hospitality Business: Management and Operations / L. Yu. - Abingdon: Routledge, 1999. - 422 p. – ISBN 978-0789005595.
6. The Business of Tourism Management / J. Beech. – London: Pearson, 2005. – 605 p. - ISBN 978-0273688013.
7. Operations and Supply Chain Management for the 21st Century / edited by K. Boyer, R. Verma. - Boston: Cengage Learning, 2017. – 592 p. – ISBN 978-0618749331.
8. Hospitality Strategic Management: Concepts and Cases / C. A. Enz, L. S. Minett. Hoboken: Wiley, 2017. – 704 p. - ISBN 978-0470083598.
9. Tourism Management: An Introduction / S. Page. Thousand Oaks: SAGE Publications, 2019. – 480 p. - ISBN 978-1529758474.
10. Strategic Management in the Hospitality Industry / M. D. Olsen, J. West, A. E. Stutts, et al. - London: Pearson, 2017. – 384 p. – ISBN 978-0131196629.

### *Internet Resources:*

1. Electronic libraries (EL) of RUDN University and other institutions, to which university students have access based on concluded agreements:
  - RUDN University Electronic Library System (RUDN University ELS) <http://lib.rudn.ru/MegaPro/Web>
  - ELS "University Library Online" <http://www.biblioclub.ru>
  - ELS "Urait" <http://www.biblio-online.ru>
  - ELS "Student Consultant" [www.studentlibrary.ru](http://www.studentlibrary.ru)
  - ELS "Lan" <http://e.lanbook.com/>
  - ELS "Troitsky Bridge"
2. Databases and search engines:
  - electronic fund of legal and normative-technical documentation <http://docs.cntd.ru/>
  - Yandex search engine <https://www.yandex.ru>
  - Google search engine <https://www.google.ru/>
  - SCOPUS abstract database <http://www.elsevierscience.ru/products/scopus/>

- <http://www.sovnet.ru> Materials from the SOVNET website of the Russian Association of Project Management.
- <http://www.ekonomika.ru/> Economics and Life magazine.
- <http://www.prime-tass.ru/> Prime Tass – Economic information agency.
- <http://www.infostat.ru/> Statistics of Russia information and publishing centre.
- <http://www.finance-journal.ru/> Finance journal.
- <http://www.dist-cons.ru> Remote small business consulting portal
- <http://projectm.narod.ru> Materials from the Project Management: Theory and Practice of Modern Management website.

*Educational and methodological materials for student self-studies when mastering the course/module\*:*

1. Lecture course on Optimizing Business Processes of Enterprises in Tourism and Hospitality.
2. Methodological guidelines for students' self-studies when mastering the course.
3. Methodological recommendations for ensuring accessibility of the programme for students with limited health capacities.

\* - The methodological materials and guidelines for the self-studies are placed on the course page in the university telecommunication training and information system under the set procedure.

## **8. ASSESSMENT TOOLKIT AND GRADING SYSTEM\* FOR EVALUATION OF STUDENTS' COMPETENCES LEVEL UPON COURSE COMPLETION**

The assessment toolkit and the grading system for assessing the level of competence (part of competences) formation based on the results of mastering the Optimizing Business Processes of Enterprises in Tourism and Hospitality course are presented in the Appendix to this Course Syllabus.

\* The assessment toolkit and the grading system are formed on the basis of the requirements of the relevant local normative act of RUDN University (regulations / order).

### **DEVELOPERS:**

**Professor, Doctor habil. in**

**Economics**

**E.S. Bogomolova**

Position, Educational Department	Signature	Name
Position, Educational Department	Signature	Name
Position, Educational Department	Signature	Name

### **HEAD OF EDUCATIONAL DEPARTMENT:**

**Deputy Director for Education**

**S.Yu. Murtuzalieva**



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Educational Department

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Signature

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Name

**HEAD OF HIGHER EDUCATION PROGRAMME:**

**Professor, Doctor habil. in  
Economics**

**E.S. Bogomolova**

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Position, Educational Department

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Signature

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Name