"APPROVED"
Acting Chairman of the Board – Rector
_____ B. Myrzayev
"30" 10 2026

НЕКОММЕРЧЕСКОЕ АКЦИОНЕРНОЕ ОБЩЕСТВО «МЕЖДУНАРОДНЫЙ УНИВЕРСИТЕТ ТУРИЗМА И ГОСТЕПРИИМСТВА» БИН 190440033845 РЕСПУБЛИКА КАЗАХСТАН Г. ТУРКЕСТАН

COMPREHENSIVE EXAMINATION PROGRAM FOR FINAL ATTESTATION

for the educational programme "6B11102 – International and Domestic Tourism"
for the 2026–2027 Academic Year

(Basics of Tourism, Tourism Management, Business Planning in Tourism)

Turkistan, 2026

Бұл құжатты «Халықаралық туризм және меймандостық университеті» КЕАҚ рұқсатынсыз толық немесе ішінара көшіруге, көбейтуге және таратуға болмайды.

The Comprehensive Examination Programme (Basics of Tourism, Tourism Management, and Business Planning in Tourism) has been developed on the educational programme "6B11102 – International and Domestic Tourism."

The Comprehensive Examination Programme was reviewed at a meeting of the School of Tourism.
"20" 10 2026, Protocol No. 3

Director of the School _____ S. Nakhipbekova

The Comprehensive Examination Programme was reviewed at a meeting of the Academic and Methodological Council.
"23" 10 2026, Protocol No. 3

Chairperson of the Academic and Methodological Council _____ L. Shalabayeva

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1. PURPOSE OF THE COMPREHENSIVE EXAMINATION

The purpose of the comprehensive examination for the educational programme "6B11102 – International and Domestic Tourism" is to determine whether graduates' level of preparation meets the requirements of the State Compulsory Standard of Higher Education. The examination also assesses graduates' theoretical knowledge and practical skills in accordance with the educational programme. The comprehensive examination constitutes the final attestation of graduates. The purpose of the final attestation is to assess the learning outcomes achieved upon completion of the higher education educational programme.

2. PROCEDURE FOR CONDUCTING THE COMPREHENSIVE EXAMINATION

The comprehensive (interdisciplinary) final attestation examination shall be conducted in accordance with the academic calendar. Students who have completed the full course of study (having earned at least 240 credits) and successfully passed all certification assessments предусмотred by the curriculum shall be admitted to the examination. The comprehensive examination for the educational programme shall be conducted under the supervision of the Attestation Commission (AC). The Chairperson and members of the Commission shall be approved by the Chair of the Board – Rector. The programme of the comprehensive (interdisciplinary) examination for the educational programme shall be made available to students no later than one month before the examination date. The students' responses to the Attestation Commission shall be discussed, and the final assessment shall be determined at a closed meeting of the Commission using the point-rating system (see Table). The results of the comprehensive (interdisciplinary) examination shall be communicated to students immediately after the closed meeting of the Attestation Commission. A student who receives an "unsatisfactory" grade in the final attestation shall be expelled from the university. The student may retake the final attestation in the following academic year.

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3. CRITERIA AND INDICATORS FOR ASSESSING STUDENT KNOWLEDGE

№	Letter Grade	Numeric Equivalent	Percentage Content (%)	Traditional Grade	Indicators of assessment criteria
1	2	3	4	5	6
1	A	4,0	95-100	Very good	1. Presents the material fully and accurately, taking into account modern theory; 2. Connects theoretical knowledge with practical application; 3. Demonstrates a confident command of terminology; 4. Establishes cause-and-effect relationships; 5. Is capable of making predictions; 6. Responds confidently to additional questions.
2	A-	3,67	90-94		1. Presents the material accurately, taking into account current theory; 2. Provides complete answers, makes independent conclusions, and generalizes effectively; 3. Demonstrates a good command of terminology; 4. Establishes cause-and-effect relationships; 5. Gives complete answers to additional questions.
3	B+	3,33	85-89	Good	1. Communicates the material well; 2. Provides complete answers, makes independent conclusions, and generalizes effectively; 3. Has a good command of terminology; 4. Demonstrates logical thinking skills; 5. Responds to additional questions.
4	B	3,0	80-84		1. Knows the basic material; 2. Provides well-supported examples; 3. Makes generalizations and draws conclusions; 4. Allows some inaccuracies in terminology and logical presentation; 5. Answers additional questions.
5	B-	2,67	75-79		1. Knows the basic material, but the answer lacks structure and logical coherence; 2. Makes inaccuracies in the use of terminology; 3. Makes mistakes when answering additional questions.

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6	C+	2,33	70-74		1. Possesses only basic theoretical knowledge; 2. Is unable to make conclusions or generalizations; 3. Cannot use terminology appropriately; 4. Answer additional and clarifying questions.
7	C	2,0	65-69	Satisfactory	1. Has not fully mastered the basic material; 2. Lacks logical thinking skills; 3. Provides brief answers; 4. Does not give full answers to additional questions.
8	C-	1,67	60-64		1. Has not fully mastered the core material; 2. Commits inaccuracies and cannot draw conclusions or generalize. 3. Lacks logical thinking skills; 4. Makes mistakes when answering additional questions.
9	D+	1,33	55-59		1. Does not know a significant portion of the material; 2. Has a poor understanding of the material; 3. Lacks logical reasoning in answering questions; 4. Struggles to respond to additional questions.
10	D	1,0	50-54		1. Makes significant inaccuracies in understanding and applying theoretical concepts; the superficiality of understanding prevents full comprehension of the material, but with guiding questions from the instructor, can make correct conclusions.
11	FX	0,5	25-49	Unsatisfactory	1. Knowledge is unstructured and presented without understanding the essence of the material; 2. Unable to answer additional questions from the commission members.
12	F	0,0	0-24		1. The student demonstrated a zero level of theoretical and practical knowledge and skills and showed an inability to correct mistakes.

4. LIST OF SUBJECTS INCLUDED IN THE COMPREHENSIVE EXAMINATION

1. Basics of tourism
2. Tourism management
3. Business planning in tourism

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5. CONTENT OF THE SUBJECTS INCLUDED IN THE COMPREHENSIVE EXAMINATION

5.1 BASICS OF TOURISM

The purpose of the course Basics of Tourism is to study the basic concepts of the recreational and tourism industries, as well as the principles governing their organisation and operation under various natural and socio-economic conditions.

Learning Outcomes of the Course "Basics of Tourism":

– Describe contemporary tourism theory, viewing tourism as a spatial and socio-economic phenomenon.

– Examine the existing regulatory and legal framework and the concepts and principles of sustainable tourism.

– Apply theoretical and methodological knowledge of tourism in practice.

5.1.1. Fundamental Concepts of Recreational Geography

Leisure time, its functions, and its role in human life. Determining the time available for leisure. Free time and recreational time: concepts, relationships, structure, and functions. The concept of recreational activities and their temporal and spatial distribution: daily, weekly, and annual recreation. Recreation as an integral part of human activity. Recreation defined as an activity undertaken outside a person's permanent place of residence. Tourism as a component of recreation. The relationship between the concepts of leisure, recreation, tourism, and excursions. The scientific and technological revolution and its positive and negative consequences. Restoration of human physical and psychological energy.

5.1.2. Recreational Needs as the Basis for the Spatial and Temporal Organisation of Recreational Activities

The concept of recreational needs. Recreational needs as the basis for organising recreational activities. The interaction between societal, group, and individual recreational needs. Approaches and methods for studying recreational needs. Sociological methods for researching recreational needs. Preferences of recreational groups in relation to natural and socio-economic recreational resources, types of recreational areas, cycles of recreational activities, architectural and planning characteristics of recreational facilities, levels of physical activity during leisure, and the intensity of social contacts.

5.1.3. Recreational Activities as an Element of the Socio-Economic Way of Life

Recreational activity as a socio-economic phenomenon and an element of people's lifestyles. Its meaning, structure, and classification. Recreational activity as a psycho-emotional phenomenon. Recreational activity as a fundamental system-forming factor in territorial recreational systems (TRSs).

The relationship between work schedules and leisure patterns. Characteristics of the main groups of social functions performed by recreational activities. Technological functions of recreational activities. Systems and cycles of recreational activities. The structure of daily, holiday, and life-cycle patterns of recreation.

Recreational services as a sector of non-material production. The relationship between the concepts of recreational systems and territorial recreational systems: sector and institution.

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The recreational sector and the tourism industry. Specific characteristics of the recreational sector.

5.1.4. Recreational Geography as a New Branch of Human Geography

The geographical perspective in the study of recreational issues. The interdisciplinary nature of recreational research. Recreational geography as a branch of human geography. Definition of the object and subject of recreational geography and the concept of the Territorial Recreational System (TRS) (V.S. Preobrazhensky, L.I. Mukhina, Yu.A. Vedenin, I.V. Zorin). The anthropocentric nature of recreational systems. The place of recreational geography within the system of knowledge about humans, society, and human activities, as well as its relationship with the social, natural, and technical sciences. The importance of recreational-geographical research. Fundamental concepts used in recreational geography. Methods of statistical reporting on recreational activities. The main objectives of recreational geography. Recreational geography and its practical applications. The Territorial Recreational System (TRS), the interrelationships among its constituent subsystems, and the systematic analysis of recreational activities and related services. The matrices developed by V.M. Krivosheeva and I.I. Zorin. Analysis of specific interactions among the subsystems of the TRS. The concept of leisure geography. Similarities and differences between the objects and subjects of study in recreational geography and tourism geography. The relationship between recreational geography and tourism geography. Fundamental concepts and terminology used in tourism geography. The etymology of the terms "tourism" and "tourist." Contemporary approaches to understanding tourism and tourists. Operational and conceptual definitions of tourism. Travellers and temporary visitors. The concept of prerequisites, resources, and recreational potential for the development of leisure and tourism. The attractiveness of tourism and recreational resources. The concept of the economic potential of recreation and the taxonomy of tourist territories. Tourism infrastructure and the tourism industry.

5.1.5. Classification of Contemporary Tourism

The classification of contemporary tourism and the complexity of developing a universally accepted classification system. The significance of tourism classifications. Discussion of tourism classification according to travel purpose.

Recreational, business, religious, and ethical tourism. Mass and elite tourism; commercial and social tourism; organised and independent tourism; active and passive tourism; transport-based tourism; and ecological tourism.

5.1.6. Recreational Assessment of Territories

Natural and socio-economic prerequisites for the development of leisure and tourism, and their relationship to tourism and recreational resources.

Natural, socio-economic, and tourism and recreational resources, including their roles and significance in tourism development. Key characteristics of tourism and recreational resources.

Assessing tourism and recreational resources and determining their suitability for leisure and tourism as one of the principal tasks of tourism geography. Evaluation scales.

Three main types of assessment of natural recreational resources: medical-biological, psychological-aesthetic, and technological. Qualitative and point-based assessment methods for recreational resources.

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L. I. Mukhina's research on developing methodological indicators for resource assessment. The views of Yu. A. Vedenin, N. I. Miroshnichenko, E. A. Kotlyarov, and J. Warszyńska. The coefficient of attractiveness (suitability). Approaches to assessing the overall tourism and recreational potential of a territory.

5.1.7. Tourist Regionalisation

The dependence of the spatial organisation and effective development of tourism as an economic sector on scientifically grounded and well-designed tourist regionalisation.

The historical development of territorial research for tourism regionalisation in the former Soviet Union and Russia. The contributions of N. S. Mironenko, I. T. Tverdokhlebov, B. N. Likhanov, V. S. Preobrazhensky, and E. A. Kotlyarov.

Attempts to regionalise the territory of Kazakhstan for leisure and tourism. The relationship between the concepts of recreational region and tourist region, including a brief history of their conceptual evolution.

Characteristics of tourist regions and the mechanisms through which they are formed. The tourist region as a sectoral (integrated) socio-economic region. Methods of tourist regionalisation. The taxonomy of tourist regions.

5.1.8. The Essence of the Definition of Tourism

Tourism as a complex spatial and socio-economic phenomenon and a complex socio-economic system. Different conceptual and substantive approaches to defining tourism adopted by domestic and international scholars.

The contemporary conceptual model of tourism adopted by the World Tourism Organization (UN Tourism), including the concept of the tourism industry, its subsystems (components), and their relationships with one another and with the external environment. Understanding the operational mechanisms of the tourism system.

The concept of the tourism industry. Tourism enterprises as components of the tourism industry that produce tourism services. Tour operators and travel agents, tourism enterprises, and the characteristics of their activities.

The tourism industry as an aggregate of enterprises, institutions, and organisations operating in both the material and non-material production sectors. Their role in producing, distributing, exchanging, and consuming goods and services intended for tourists. The industry's role in utilising and developing tourism and recreational resources and establishing the material and technical infrastructure required for tourism.

5.1.19. Functioning of the Tourist Market

Tourist demand as a specific form of consumer demand for a range of services and consumer goods capable of satisfying material, everyday, cultural, and educational needs.

The concept of the tourism product. Characteristics of tourist demand. Factors influencing the formation of tourist demand.

Tourist supply as an aggregate of tourist attractions, resources, and services offered to visitors. Elements on which tourist supply depends. Tourist attractiveness as a characteristic of the tourism offering.

The tourist market and its distinctive features. The buying and selling process in tourism.

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5.1.10. International Tourism as a Form of Foreign Economic Relations

The distinctive characteristics of international tourism and its differences from domestic tourism. The impact of inbound tourism on the economic development of countries.

The principal factors and conditions influencing international tourism. International tourism statistics.

Current trends in the development of international tourism and the geographical distribution of global tourist flows. International tourism organisations and their role in the development of tourism.

5.1.11. The Impact of tourism on the natural and socio-cultural environment

Positive and negative impacts of tourism on the natural and socio-cultural environment. Major external impacts of tourism development in the context of globalization. The influence of tourism activities on the environment, natural resources, and ecological balance. The impact of tourism on the lifestyles, cultural values, and historical heritage of local communities. Key approaches to minimizing the negative impacts of tourism and preserving natural and cultural resources.

5.1.12. Goals of sustainable tourism

The concept of sustainable tourism. The twelve goals of sustainable tourism formulated by the United Nations World Tourism Organization (UNWTO) and the United Nations Environment Programme (UNEP), their content and significance. The interrelationship between the economic, social, and environmental dimensions of sustainable tourism. Principles of the rational use of tourism resources, improvement of local community well-being, and preservation of cultural heritage. The contribution of achieving sustainable tourism objectives to the long-term development of tourist destinations.

5.1.13 .The concept and structure of a tourism product

The concept, components, and stages of tourism product development. The concept of tourist routes. Main types of tourist routes and their classification. The role of tour operators and travel agencies in the development of tourism products. Key components of a tourism product: transportation, accommodation, food and beverage services, excursions, and additional services. The integrated nature of tourism products and their characteristics in meeting tourists' needs. Classification of tourist routes according to travel purpose, duration, mode of transportation, and geographical coverage.

5.1.14. State regulation of tourism activities

The necessity and objectives of state regulation in the tourism sector. Methods and instruments of state regulation of tourism activities. The legal and regulatory framework governing tourism activities in the Republic of Kazakhstan and the main functions of government authorities. Ensuring tourists' rights and safety, protecting tourism resources, and establishing quality standards for tourism services. Government support measures for tourism development and key directions for improving tourism infrastructure.

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5.1.15. International tourism as a form of foreign economic relations

Specific characteristics of international tourism and its differences from domestic tourism. The impact of international tourism on the economic development of countries. Main factors and conditions influencing international tourism. International tourism statistics. Current trends in international tourism development and the geographical distribution of global tourist flows. International tourism organizations and their role in tourism development.

5.2 TOURISM MANAGEMENT

The purpose of the course «Tourism Management» is to develop students' theoretical knowledge and practical skills in managing a tourism enterprise to enhance the efficiency of its operations.

Learning outcomes of the discipline «Tourism Management»:

– To study the essence and interrelation of management functions, organizational structures, principles, methods, development, and features of management systems in the tourism industry.

– To plan the activities of tourism and hospitality organizations, manage consumer motivation in the tourism market, determine ways for organizations to achieve competitive advantages, and explain strategies for economically safe business operations in the tourism industry.

– To analyze organizational structures and management methods in the tourism industry.

– To identify classification types of managerial decisions, methods of decision-making, and features of management decisions.

5.2.1 Development of the management system and its features in the tourism industry

Concept of management. Main approaches to defining the term «management». Management as an activity (function). Management as a science. Management as an academic discipline. Approaches to understanding the essence and role of management. Concept of the «tourism industry». Evolution of the management system and schools of scientific management. Management schools.

5.2.2 Modern approaches to management

Definition of the term «system». System approach in management. Process approach. Situational approach in management. The model of an organization as an open system. Features of the system and situational approaches.

5.2.3 Development of managerial decisions

Types of managerial decisions. Technology of the managerial decision-making process. Control and coordination in the tourism industry. Intuitive decisions. Judgment-based decisions. Rational decisions. Classification features of managerial decisions in tourism. Stages of the decision-making process. Conclusions based on the conceptual model of decision-making. Approaches and models used in foreign organizations. Exceptions in decision-making. Errors in managerial decisions. Coordination activities. Main principles of implementation, coordination, and regulation of joint activities between organization entities and management objects.

5.2.4 Management methods and styles in the tourism industry

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Management methods. Economic management methods. Types of material motivation. Organizational and administrative methods. Socio-psychological management methods. Teamwork methods. Financial condition of the organization; consumers and markets; internal business processes; development of the organization and its employees. Individual approaches to income management in tourism enterprises. Management styles. Leadership styles. Authoritarian and democratic styles.

5.2.5 Power, influence, and leadership in the tourism industry

Forms of power and influence in tourism. Common problems in leadership theory application. Personal bases of power. Reference power. Expert power of a leader. Legitimate power. Information power. The need for power. Organizational bases of power. Forms of partnership influence. Partnership as a primary form of influence. Leader and leadership abilities. Traits and skills determining leadership effectiveness. Leadership qualities. Behavioral approach. Leadership issues in the tourism industry.

5.2.6 Management functions in the tourism industry

Essence of management functions. Planning services in tourism. Organization of tourism activities. Levels of organization in the tourism industry. Forecast and forecasting. Classification of forecast types (I.G. Melnikova). Stages of forecast development. Specific features of planning activities in tourism organizations. Main objectives of planning in the tourism industry. Planning methods. The main goal of the planning system. Organization and its structure. Three models of tourism industry management at the international level.

5.2.7 Organizational and legal framework of tourism enterprises

Tourism enterprise as an economic entity. Characteristics of micro and macro environments of tourism enterprises. Mission and goals of the tourism enterprise. Factors influencing the choice of legal form. Preparation of founding documents. State registration and organizational formation. Requirements for office and staff. Termination of tourism enterprise activities.

5.2.8 Formation, promotion, and implementation of a tour

Tour design and its essence and significance. The process of tour formation. Features of promotional event planning. Organization and implementation of the tour. Control and evaluation of tour operations.

5.2.9 Contractual relations in tourism

Relations between a tourism organization and carriers. Relations between various tourism organizations. Relations between tour operators and hotels (or other accommodation facilities). Relations between tour operators and insurance companies. Other relations between tour operators and their partners providing specific services. Relations between a tourism organization and tourists. Legal acts. Contract system in tourism. Contracts ensuring the safety of tourism participants (insurance contracts, security service contracts).

5.2.10 Strategy and tactics of tourism enterprises, production program

Essence and general scheme of strategic management in tourism enterprises. Strategic analysis in tourism. Strategies used by tourism enterprises. Production program planning.

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Definition, object, subject, goals, and tasks of strategic analysis in tourism organizations. Franchising strategies.

5.2.11 Human resource management in tourism organizations

Role of the HR management subsystem in tourism management systems. Main HR functions in tourism enterprises. Terminology and structure of HR management. HR policy and strategy. Human resource potential. Labor market analysis.

5.2.12 The tourism services market and consumer behavior

Managing consumer motivation in the tourism market. Factors shaping consumer motivation. Classification of tourism types. Tourism and recreational resources. Tourist and excursion resources. Characteristics of tourism services. The essence and content of tourism service.

5.2.13 International experience in tourism management

Management in a service economy. Organization of management in travel agencies. Hotel management organization. Features of network business in tourism. Management companies in the tourism industry.

5.2.14 Hotel personnel management

The role of people in the service sector. Hotel personnel management. Modern requirements for professional hospitality managers. Communication in hotel management and staff motivation. Conflict management.

5.2.15 Hotel safety management

The concept of «safety» in tourism. Basic principles of building a hotel safety system. Methods of preventing theft and vandalism in hotel rooms. Safety norms and regulations for tour operators and travel agents. The Manila Declaration. Technical departments of the engineering service.

5.3 BUSINESS PLANNING IN TOURISM

The purpose of the course is to develop students' systematic knowledge of the theoretical and methodological foundations of business planning in tourism; to explain how to substantiate a tourism business idea, conduct market research, develop a business model, and prepare marketing, operational, organisational, investment, and financial plans; and to develop competencies in evaluating the feasibility, effectiveness, and risks of tourism business projects.

Learning outcomes for the course "Business Planning in Tourism":

– Acquire fundamental knowledge of economics in tourism and develop a scientific understanding of the key principles and methods of strategic planning, business planning, management, and marketing.

– Develop the ability to generate business ideas, design business models, assess resource requirements, and plan the efficient use of resources in the professional activities of tourism enterprises.

– Acquire skills in conducting marketing research in the tourism market, analysing

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consumer demand and the competitive environment, and developing strategies for designing and promoting tourism products and services.

– Develop operational, organisational, and financial plans for tourism enterprises and apply the results of assessing business project costs, profitability, investment efficiency, and risks in professional practice.

5.3.1. Theoretical Foundations of Planning and Strategic Business Planning in Tourism

The concept of planning, its economic significance, and its role in the management system of tourism enterprises. The goals, objectives, and main functions of planning. The scientific foundations and fundamental principles of planning. Types of planning and their classification. Strategic, tactical, and operational planning: concepts, characteristics, and interrelationships. The content and specific features of strategic planning in tourism. The concept of business planning, its purpose, and objectives. The relationship between strategic planning and business planning. The mission, strategic objectives, and development priorities of a tourism enterprise. The influence of external and internal environmental factors on the planning process. Specific features of planning the activities of tourism enterprises under conditions of market uncertainty.

5.3.2. Generating and Substantiating Business Ideas in Tourism

The concept of a business idea, its economic significance, and its role in entrepreneurial activity. The characteristics and main components of tourism business ideas. Sources of business ideas in tourism. The main methods and approaches to generating business ideas. Identifying consumer needs in the tourism market. The innovative nature and uniqueness of tourism business ideas. The concept of a value proposition and its importance in developing a business idea. Criteria for selecting tourism business ideas. Assessing the alignment of a business idea with market demand and its feasibility. The main approaches to the economic justification of tourism business ideas.

5.3.3. The Business Model of a Tourism Enterprise

The concept of a business model, its essence, and its importance in organising enterprise activities. Specific features of business models in tourism. The relationship between the concepts of a business model and a business plan. Principles for developing a business model for a tourism enterprise. The Business Model Canvas concept and its structure. The nine key elements of a business model: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Revenue generation mechanisms in tourism enterprises. Criteria for assessing the sustainability, viability, and economic efficiency of a business model.

5.3.4. The Structure of a Tourism Business Plan and the Methodology for Its Development

The concept of a business plan, its economic content, and its role in managing a tourism enterprise. The goals, objectives, and main functions of a business plan. Types of business plans and their classification. Specific features of business plans in tourism. The main stages and methodological approaches to business plan development. The structure of a business plan and the content of its main sections. The executive summary, company description, market analysis, marketing plan, operational plan, organisational plan, and financial plan. Interrelationships

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between the sections of a business plan. Sources of information for business plan development. Key requirements for the content and presentation of a business plan.

5.3.5. Description of a Tourism Enterprise and Its Products in a Business Plan

The concept of a tourism enterprise and the main areas of its activity. Types of tourism enterprises and their organisational characteristics. The enterprise's market position, target customers, and competitive advantages. The concept of a tourism product, its essence, and its main components. Classification of tourism products and services. Characteristics of core and supplementary tourism services. The customer value and quality characteristics of a tourism product. The tourism product life cycle and its main stages. The competitiveness of tourism products and services. Justifying the distinctive features and market advantages of a tourism product in a business plan.

5.3.6. Tourism Market Research and Competitive Environment Analysis

The concept of the tourism market, its structure, and its main characteristics. Tourism market capacity and development potential. The nature of tourism demand and supply and the factors influencing their formation. Seasonality in the tourism market. The concept of market segmentation, its main criteria, and methods. Identifying target markets and target customer groups. The nature, purpose, and main methods of marketing research. Primary and secondary sources of marketing information. The concept of competition in tourism and its main types. Characteristics of price and non-price competition. Methods for analysing the competitive environment of tourism enterprises. The content of SWOT analysis and its application in business planning. Assessing opportunities for entering the tourism market.

5.3.7. The Marketing Plan of a Tourism Enterprise

The concept of a marketing plan, its significance, and its place within the structure of a business plan. The goals, objectives, and main components of a marketing plan. The marketing strategy of a tourism enterprise and the principles underlying its development. The 7Ps framework in tourism services marketing and its main elements. The concept of tourism product positioning and approaches to positioning. Developing competitive advantages for a tourism enterprise. Pricing, distribution, and marketing communications strategies in tourism. Methods for attracting customers and building customer loyalty. Planning marketing activities. The structure of marketing expenditure. Key performance indicators for evaluating the effectiveness of a marketing plan.

5.3.8. The Sales and Promotion Plan for Tourism Products

The concept of tourism product sales, its significance, and its role in the activities of a tourism enterprise. Methods for forecasting and planning tourism service sales volumes. Distribution channels for tourism products and their classification. Characteristics of direct and indirect distribution channels. The role of tour operators and travel agents in the tourism product distribution system. The concept, objectives, and main tools of tourism product promotion. Advertising, public relations, sales promotion, and personal selling methods. Specific features of digital marketing in tourism. Social media, content marketing, and online booking platforms. Developing a budget for tourism product promotion. Performance indicators for evaluating sales and promotional activities.

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5.3.9. The Operational Plan of a Tourism Enterprise

The concept of an operational plan, its significance, and its place within the structure of a business plan. Specific features of the operational activities of tourism enterprises. Organising and planning the tourism service delivery process. Factors influencing the choice of location for a tourism enterprise. The composition of the material and technical infrastructure and its importance in service delivery. Tourism infrastructure and the resource provision of an enterprise. The service capacity of a tourism enterprise. Criteria for selecting suppliers and business partners. Ensuring and monitoring the quality of tourism services. The composition and classification of operating costs. The efficiency of organising the operational activities of a tourism enterprise.

5.3.10. The Organisational Plan and Staffing of a Tourism Enterprise

The concept of an organisational plan, its significance, and its main objectives. The organisational structure of a tourism enterprise and its main types. Management levels and management functions within an enterprise. The rights, duties, and responsibilities of managers and founders. The nature and main areas of human resource policy in tourism. Determining the staffing requirements of a tourism enterprise. Systems for employee recruitment, placement, motivation, and professional development. Employee remuneration systems and payroll planning in tourism enterprises. Performance indicators for human resource management. The implementation schedule for a tourism business project, including its content and structure.

5.3.11. Investment Planning and Sources of Financing for a Tourism Business Project

The concept of investment, its economic significance, and its role in tourism business development. Specific features of investment activities in tourism. The main types and classifications of investments. Initial investment costs of a tourism business project. Determining requirements for fixed and working capital. Sources of financing for tourism enterprises and their classification. Characteristics of equity, debt, and attracted capital. Forms and methods of financing tourism projects. The concept of an investment budget and its structure. The capital structure and cost of capital. The investment attractiveness of a tourism business project and the factors determining it.

5.3.12. The Financial Plan of a Tourism Business Project

The concept of a financial plan, its significance, and its place within the structure of a business plan. The goals and objectives of financial planning in tourism enterprises. The structure of a financial plan and its main sections. The underlying assumptions used in financial forecasting. The composition and classification of revenues and expenses of a tourism enterprise. Revenue and expenditure planning. The content of a projected profit and loss statement. The cash flow plan and its main components. The projected balance sheet of a tourism enterprise and its structure. The concepts of financial stability, liquidity, and solvency. Methods for forecasting and evaluating the financial performance indicators of a tourism business project.

5.3.13. Cost of Tourism Services, Pricing, and the Economic Efficiency of a Project

The concept of the cost of tourism services and its economic significance. The composition and classification of costs incurred by tourism enterprises. Characteristics of fixed

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and variable costs. Characteristics of direct and indirect costs. Principles for determining the cost of a tourism product. The nature, objectives, and main methods of pricing in tourism. The price structure of a tourism product and factors affecting prices. The influence of seasonality on tourism service prices. The concepts of contribution margin and break-even point. Indicators of profit, yield, and profitability. The economic and investment efficiency of a tourism business project. Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), and Payback Period (PP): their concepts, economic significance, and specific features of evaluation.

5.3.14. Risk Assessment and Sustainability of a Tourism Business Project

The concept of entrepreneurial risk, its nature, and its specific features in tourism. Causes and factors contributing to risks in tourism. Classification of risks faced by tourism enterprises. Characteristics of market, financial, operational, investment, and external risks. Specific features of seasonal risks in tourism. Methods for identifying and recognising risks. Qualitative and quantitative approaches to risk assessment. Sensitivity analysis and scenario analysis methods. Risk management strategies for tourism enterprises. Approaches to risk avoidance, mitigation, sharing, and acceptance. The economic, environmental, and social sustainability of a tourism business project. Using risk assessment results in a business plan.

5.3.15. Finalising, Presenting, and Defending a Tourism Business Plan

The final stage of tourism business plan development and its content. Systematising the main sections of a business plan and ensuring their consistency. Assessing the completeness of the economic justification presented in a business plan. Preparing the final business plan document and meeting its formatting requirements. Justifying the market, organisational, and financial feasibility of a tourism business project. Assessing the investment attractiveness of a business project. The concept of a business plan presentation, its purpose, and its main objectives. The structure and content of a presentation intended for investors. Main formats for presenting and defending a business plan. Presenting the key economic indicators of a tourism business project. Demonstrating the project's effectiveness and feasibility of implementation.

6. COMPREHENSIVE EXAMINATION QUESTIONS

6.1. Questions for the discipline «Basics of Tourism»:

1. Identify the functions of leisure time and explain its role in human life.
2. Explain the concept of recreational activity and describe its spatial distribution (daily, weekly, and annual recreation).
3. Explain recreation as an activity undertaken outside a person's permanent place of residence.
4. Compare the concepts of leisure, recreation, tourism, and excursions and explain their interrelationships.
5. Explain the concept of recreational needs and justify their importance in organizing recreational activities.
6. Analyze the interactions among social, group, and individual recreational needs and describe the main approaches and methods used to study them.
7. Describe recreational activity as a psycho-emotional phenomenon.
8. Explain the role of recreational activity as a system-forming factor in Territorial Recreational Systems (TRS).

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9. Analyze the relationship between work schedules and leisure patterns.
10. Classify the main social functions of recreational activities.
11. Describe the characteristics of recreational services as a sector of intangible production.
12. Compare the concepts of a recreational system and a Territorial Recreational System (TRS).
13. Explain the relationship between the recreation sector and the tourism industry and identify the distinctive characteristics of the recreation sector.
14. Explain the interdisciplinary nature of recreational research and the position of recreational geography as a branch of human geography.
15. Identify the fundamental concepts used in recreational geography.
16. Describe the methods of statistical reporting on recreational activities.
17. Analyze the Territorial Recreational System (TRS), the interrelationships among its components, and the provision of recreational services from a systems analysis perspective.
18. Explain the concept of leisure geography and compare the objects and subjects of study in recreational geography and tourism geography.
19. Identify the main concepts and terminology used in tourism geography and explain the etymology of the terms "tourism" and "tourist."
20. Describe contemporary approaches to understanding tourism and tourists.
21. Distinguish between travellers and temporary visitors.
22. Explain the prerequisites and resources for the development of leisure and tourism and the concept of recreational potential.
23. Explain the concept of attractiveness of tourism and recreational resources.
24. Describe the classification of modern tourism and explain the challenges associated with developing a unified classification system.
25. Compare recreational, business, religious, and ethnic tourism.
26. Explain how natural and socio-economic prerequisites for the development of leisure and tourism are transformed into tourism and recreational resources.
27. Classify natural, socio-economic, and tourism-recreational resources and evaluate their roles in tourism development.
28. Describe the methods used to assess the suitability of tourism and recreational resources for leisure and tourism activities.
29. Compare the medical-biological, psychological-aesthetic, and technological approaches to evaluating natural recreational resources.
30. Justify the importance of scientifically based tourism regionalization for the spatial organization and effective development of tourism.
31. Compare the concepts of a "recreational region" and a "tourist region" and describe their historical evolution.
32. Explain the concept of the tourism industry and identify the role of tourism enterprises in producing tourism services.
33. Compare the functions of tour operators and travel agencies and describe the distinctive characteristics of tourism enterprises.
34. Explain the nature of tourism demand as demand for a combination of services and consumer goods that satisfy material, everyday, cultural, and educational needs.
35. Analyze the factors influencing the formation of tourism demand.

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36. Describe tourism supply as a combination of tourism attractions, resources, and services.

37. Describe the tourism sector as a key element of tourism supply and a complex of interconnected industries and services.

38. Explain the distinctive characteristics of tourism as an economic sector, including the relationship between the production and consumption of tourism products.

39. Analyze the positive and negative impacts of tourism on the natural and socio-cultural environment.

40. Explain the content and significance of the 12 goals of sustainable tourism formulated by UNWTO and UNEP.

41. Describe the concept, components, and stages of tourism product development.

42. Analyze the institutional structure of the tourism services market and its main stakeholders.

43. Describe the objectives, methods, and instruments of state regulation of tourism activities in the Republic of Kazakhstan.

44. Compare the main types of tourist routes and their classification characteristics.

45. Identify the distinctive characteristics of international tourism and compare international tourism with domestic tourism.

46. Evaluate the impact of international tourism on the economic development of countries.

47. Classify the main factors and conditions influencing the development of international tourism.

48. Analyze the current state and major development trends of international tourism using statistical data and draw evidence-based conclusions.

49. Analyze current trends in international tourism development and the geographical distribution of global tourist flows.

50. Identify major international tourism organizations and evaluate their roles in tourism development.

6.2. Questions for the discipline «Tourism Management»:

1. Describe tourism as an object of management, including the main concepts and management categories in tourism.
2. Identify the main stages in the development of tourism management.
3. Explain the main concepts and principles of the scientific schools of management.
4. Describe the structure and content of the tourism management system.
5. Explain the relationship and interaction between the economy and tourism.
6. Describe the distinctive characteristics of tourism as an object of management.
7. Describe the main characteristics of tourism demand.
8. Explain the concept of a tourism region, its structural elements, and its role in the tourism industry.
9. Describe the organizational structures of tourism organizations.
10. Distinguish between the primary and secondary services provided by tourism enterprises.
11. Explain the functions of tourism intermediaries, their position in the tourism market, and their importance in the development and distribution of tourism products.

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12. Describe the main functions of tourism organizations.
13. Explain the general and specific principles of management.
14. Describe the concept, elements, and levels of organizational management structures in tourism.
15. Explain the characteristics of horizontal and vertical division of labor in a tourism organization.
16. Compare the characteristics of formal and informal organizations.
17. Explain the concept of management functions and the relationships between them.
18. Explain the concept and importance of planning as a management function.
19. Describe the principles and processes of planning, as well as the forms and types of plans.
20. Explain the concept and main principles of organizing as a management function and its role in effectively coordinating organizational activities.
21. Describe motivation as a management function and explain its main types and theories.
22. Describe the stages and types of management control.
23. Explain the requirements for managers, the concepts of power and influence, and the importance of managerial authority.
24. Explain the concept of management styles and describe the characteristics of the democratic management style.
25. Describe the main characteristics of the authoritarian management style.
26. Describe the main characteristics of the laissez-faire management style.
27. Describe the concept, content, and types of managerial decisions.
28. Explain the main stages of the managerial decision-making process.
29. Describe the main methods of managerial decision-making.
30. Explain the concept of management methods and classify their main types.
31. Describe the organizational and administrative methods of management.
32. Explain the content and distinctive characteristics of economic management methods.
33. Explain the content and distinctive characteristics of socio-psychological management methods.
34. Explain the concept of self-management, its role within the management system, and its importance in improving individual professional effectiveness.
35. Describe the objectives and classification of business meetings.
36. Explain the procedures and techniques for organizing and conducting business meetings.
37. Describe the stages of preparation for business negotiations and the rules of professional conduct during negotiations.
38. Identify the most common mistakes made during business negotiations.
39. Explain the nature and model of conflict and identify its main causes.
40. Classify the main types of organizational conflicts.
41. Describe the methods and strategies used for conflict resolution.
42. Identify the most common mistakes made in conflict management.
43. Explain the concept, types, and main causes of stress.
44. Describe the stages of stress development and its main symptoms.

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45. Describe the concept and main forms of business communication.
46. Explain the distinctive characteristics of effective communication in tourism services and describe methods of organizing communication.
47. Explain the structure, main methods, and functions of the human resource management system and its role in improving organizational effectiveness.
48. Describe the main methods of employee performance appraisal.
49. Explain the main types of employee mobility and the characteristics of professional development.
50. Describe the concept and key indicators of the social effectiveness of tourism management.

6.3. Questions for the discipline «Business Planning in tourism»:

1. Explain the concept and main functions of planning in tourism.
2. Describe the main methods of planning the activities of a tourism enterprise.
3. Compare the characteristics of strategic, tactical, and operational planning in tourism.
4. Explain the main principles and significance of planning in tourism.
5. Explain the concept and objectives of business planning in tourism.
6. Analyze the relationship between strategic planning and business planning in a tourism enterprise.
7. Analyze the concept and key characteristics of a tourism business idea.
8. Identify the sources and methods of generating business ideas in the tourism industry.
9. Analyze the criteria for selecting and evaluating tourism business ideas.
10. Explain the concept and key elements of a tourism enterprise's business model.
11. Describe the structure and components of the Business Model Canvas in tourism.
12. Explain the value proposition of a tourism business model and the principles of its development.
13. Describe the main types and functions of tourism business plans.
14. Analyze the structure and content of the main sections of a tourism business plan.
15. Describe the main stages of developing a tourism business plan.
16. Compare the organizational and legal forms of tourism enterprises and their characteristics.
17. Explain the content of the general company description section in a tourism business plan.
18. dentify the mission, strategic objectives, and development priorities of a tourism enterprise.
19. Describe the concept of a tourism product and its main components.
20. Describe the tourism product life cycle and its main stages.
21. Describe the concept of the tourism market and its key characteristics.
22. Analyze supply and demand in the tourism market and the factors influencing them.
23. Explain the concept of tourism market segmentation and classify the main segmentation criteria.
24. Describe the concept and main methods of marketing research in tourism.
25. Explain the concept of competition in tourism and classify its main types.
26. Describe the methods used to analyze the external environment of a tourism enterprise.

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27. Explain the concept of SWOT analysis and its application in tourism business planning.
28. Describe the purpose and content of a tourism enterprise's marketing plan.
29. Describe the concept and main types of marketing strategies in tourism.
30. Describe the 7Ps marketing mix in tourism services and its main elements.
31. Analyze the methods of positioning tourism products in the market and developing competitive advantages.
32. Describe the concept and main types of distribution channels for tourism products.
33. Analyze the concept and main methods of promoting tourism products.
34. Describe the characteristics and main tools of digital marketing in tourism.
35. Explain the structure and content of a tourism enterprise's operational plan.
36. Describe the physical and technical infrastructure and resource requirements of a tourism enterprise.
37. Describe the investment and operating costs of a tourism enterprise.
38. Describe the purpose and main sections of a tourism enterprise's organizational plan.
39. Describe the organizational management structure of a tourism enterprise and its main types.
40. Explain human resource policies in the tourism industry and the procedures for determining staffing requirements.
41. Describe the purpose and main elements of an investment plan for a tourism business project.
42. Describe the sources of financing for a tourism business project.
43. Describe the structure and content of a financial plan for a tourism business project.
44. Explain the concepts of revenue and expenses in a tourism enterprise and describe their main types.
45. Explain the concept of cash flows in a tourism enterprise and classify their main types.
46. Compare the concepts and characteristics of fixed and variable costs in a tourism enterprise.
47. Analyze the process of calculating the cost of a tourism product and the factors influencing pricing decisions.
48. Explain the concept of entrepreneurial risks in the tourism industry and describe their main types.
49. Describe and demonstrate the methods used to assess risks in a tourism business project.
50. Explain the concept of investment in tourism and describe its main types.

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