



**FINANCIAL UNIVERSITY UNDER THE GOVERNMENT  
OF THE RUSSIAN FEDERATION  
(Financial University)**

**Designed in cooperation with the University of Nicosia (Cyprus)**

# **Destination Development**

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**Course (Module) Detailed Description**

**Master Program**

as a part of the project of the European Commission Program Erasmus+  
“European Dimension in Qualifications for the Tourist Sector (EurDiQ)”,

Number 561832-EPP-1-2015-1-LV-EPPKA2-CBHE-SP

**RUSSIAN FEDERATION, MOSCOW, 2018**

**1. Name of the course**

Destination Development

**2. List of learning outcomes compared with the planned program completion results**

The goal of the course is to acquire basic theoretical knowledge of tourism destinations, to teach destination development analysis and planning methodology, efficient business model and strategy building methodology in the context of the destination development, acquire skills needed to develop original programs and auxiliary programs dedicated to destination development strategy and model formation.

Code	Competence	Competence acquisition indicators <sup>1</sup>	Learning outcomes (abilities <sup>2</sup> , skills and knowledge) that correspond to competences/ competence acquisition indicators
APC 3	Ability to analyze and assess the territory's tourism sector and tourism infrastructure development potential and business goals and development strategies of companies and projects in the tourism sector.	<p>1. Identifies strategic territory development alternatives and applies the methods of territory's tourism sector and tourism infrastructure development potential comprehensive analysis and assessment</p> <p>2. Demonstrates corporate strategy development and implementation skills</p> <p>3. Identifies the company</p>	<p>To know approaches to tourism sector development in promising areas based on the assessment of tourism development potential, taking into account the existing and future infrastructure and the interests of all stakeholders;</p> <p>To be able to identify the factors that make an impact on the choice of alternatives in the territory's tourism development strategy on a particular tourist territory, taking into account the interests of the business community.</p> <p>To know balanced scorecard systems and approaches to their use in tourism and hospitality industry development in the context of building a corporate development strategy in promising destinations;</p> <p>To be able to identify companies' and projects' advantages and disadvantages in ensuring efficient development based on the use of a balanced scorecard system, suggest measures in order to optimally use the opportunities and reducing the threats while expanding the business</p>

<sup>1</sup>To be filled in when applying updated Financial University higher educational standards and federal educational standards of the third+ generation.

<sup>2</sup>Abilities are described only when applying the first generation of the Financial University higher educational standards and federal educational standards of the third+ generation.

		efficiency indicators on each company lifecycle stage	<p>presence in a developing destination.</p> <p>To know company's lifecycle concepts and destination lifecycle concepts, balanced scorecard systems for companies and for destinations;</p> <p>To be able to align the company's lifecycle and the company's development balanced scorecard system with the current state of the destination and its development plans and forecasts. To build proactive and innovative strategies in the fast-growing destination segments.</p>
PC 2	The ability to strategically manage tourism sector activities at various levels of management, apply management models and methods to solve current and strategic problems, to plan, forecast and monitor the economic results achieved by the tourism sector companies.	<p>1. Uses strategic and tactical management methods and models to develop relevant areas in the tourism sector companies' operations.</p> <p>2. Demonstrates foresight skills when forecasting tourist services market development with a view to ensure tourism industry efficient operations.</p> <p>3. Applies theoretical knowledge to managing the designing and monitoring process when monitoring tourism sector companies' practical result achievement process.</p>	<p>To know the characteristics and structure of the corporate economic strategy, including the elements that contribute to sustainable development. To know the managerial decision efficiency assessment methodology in a wide social and environmental contexts, taking into account all tourism and hospitality industry stakeholders' interests;</p> <p>To be able to make balanced analytical reports for future and past managerial decisions and tourism and hospitality industry programs.</p> <p>To know approaches to tourism sector development and planning and the relevant methods used in tourism sector development based on the use of sustainable development principles, the best international and Russian practices and tourism and hospitality industry inclusive project planning tools, approaches to foresight methodology use and foresight techniques and methods;</p> <p>To be able to make proposals when developing corporate strategies to achieve sustainable development goals, to make forecasts and proposals related to sectoral, regional, inter-company and intra-company planning in the tourism sector taking account of existent indicators, to choose the appropriate tools to ensure sustainable development when designing projects.</p> <p><b>To</b> know approaches to and methods used for managing the development process and monitoring the results achieved by</p>

			<p>the economic entities in the tourism and hospitality industry in order to ensure long-term efficiency of company and project business models;</p> <p>To be able to conduct a comprehensive analysis of aspects, factors and drivers of sustainable and efficient long-term development when constructing corporate business and project development model in the tourism industry, taking into account the specific restrictions and the potential of a particular territory.</p>
UC-1	<p>Ability to apply abstract thinking, critically examine complex situations based on the use of a systematic approach, develop the action plan.</p>	<p>1. Uses methods of abstract thinking, information analysis and synthesis in complex situations, formalized models of processes and phenomena occurring in the professional activity.</p> <p>2. Demonstrates the ability to critically examine complex situations.</p> <p>3. Suggests original solutions to the issues, new project design, develops an action plan based on the use of a systemic approach.</p>	<p>To know information analysis methods used for identifying administrative, managerial and financial issues in the tourism destination formation and development;</p> <p>To be able to respond promptly to trends and market changes when forming and developing tourism destinations</p> <p>To know characteristics of formation and development of regional tourist clusters in the Russian Federation;</p> <p>To be able to critically examine cluster models based on the comparison of competitive advantages found in the global, regional and local markets.</p> <p>To know tourism destination (including cluster) formation, management, efficiency assessment principles;</p> <p>To be able to develop original programs and auxiliary programs related to destination (including tourist cluster) development strategies and models based on the use of a systematic approach.</p>

### 3. Place of the course in the program curriculum

The course is part of the pilot program within the Strategy and Leadership in Tourism master program taught in the distance learning mode by a network of universities. It is developed by a group of European, Russian and Kyrgyz universities in the framework of the European Dimension in Qualifications for the Tourist Sector (EurDiQ) project within the European Commission's ERASMUS + program (project registration number: 561832-EPP-1-2015-1-LV-EPPKA2-CBHE-SP). The course covers international and Russian best practices gained in the fields. To study the discipline, the student should have the skills

needed for using the information sources, be able to summarize and interpret the information obtained.

#### 4. Course workload (in credits and academic hours), with itemized contact hours and independent student work

Total workload: 10 credits

Final assessment: examination.

<b>Description</b>	<b>Total (in credits and hours)</b>	<b>Semester 3 (in hours)</b>
<b>Total workload</b>	<b><i>10 z.e./360</i></b>	<b><i>360</i></b>
<b>Hours in class</b>	<b><i>120</i></b>	<b><i>120</i></b>
Lectures	<i>40</i>	<i>40</i>
Practicalsandseminars	<i>80</i>	<i>80</i>
<b><i>Independentstudentwork</i></b>	<b><i>240</i></b>	<b><i>240</i></b>
Assessment	-	-
Final assessment	<i>examination</i>	<i>examination</i>

#### 5. Course content. Topics with workload indicated in academic hours and types of assignments

##### 5.1. Course content

**Topic 1. International and Russian best practices gained in tourism destination development. Basic principles and trends in tourism destination development. Tourism destination development stakeholders.**

Business models in the tourism sector, a focus the territory competitiveness, the models' relationship with the tourism sector company's business objectives and strategies. The role of tourism sector public administration and municipal management, management and businesses in the territorial and urban development. Tourist clusters and territories management methods and technologies. International and Russian approaches and practices gained in developing comprehensive tourist cluster and territories development programs. The territory's tourism development potential and business objectives and strategies of tourism sector companies. The concept of polarization of the global tourism area. Territorial processes of the modern tourist services market. Destination in the tourism sector. Tourist territories: the basic concepts. Tourism destination development strategy. Tourism destination lifecycle. R.V. Butler's Tourism Area Life Cycle concept. T. Biger's Tourism Destination Life cycle Model. Cyclical patterns of tourism industry development in the destination. The specifics of the tourism destinations in different countries. Tourism destination management system building principles. Attractiveness for tourists as a prerequisite for the destination promotion. Systemic connections between the destinations, the transport infrastructure, tour agencies and tourists' demand. Destination as a tourism product, the purpose of

travelling, the object of entrepreneurship and the subject of a competition. The structure of a tourism destination. Stakeholders' approaches to the tourist territories development. The main destination management principles based on stakeholders' approaches: territorial representatives, inter-sectoral cooperation, a focus on sightseeing, right positioning of types of tourism, cooperation of enterprises, geographical concentration of management efforts. Local residents' participation in the strategic tourism destinations management. Long-term and short-term benefits and issues of tourism destination stakeholders. Necessity of a regulatory body that would agree the interests of the destination stakeholders and to unite the components of various industries. D. Weaver's concept of enlightened mass tourism. Methods of stakeholders' education. European development and social entrepreneurship support models in the tourism and hospitality industry in the context of destination formation. Government regulation of the tourism and hospitality industry abroad. Government regulation of the tourism and hospitality industry in Russia at the federal, regional and municipal levels.

**Topic 2. Tourist cluster formation and development. Tourism destination development main plan. Inter-company cooperation in the tourism sector and hospitality industry.**

Tourist cluster formation in the tourism destinations. The cluster theory concepts. Interrelation between the concepts of a cluster, a destination, a tourist region. The evolution of views on the cluster development and management. The general cluster structure. Types of interaction in the cluster. Basic cluster formation models. Micro-, meso-, and macroclusters. Tourist cluster development goals and objectives. Tourist cluster forming elements. Cluster classification. Interrelations and interactions within the cluster. Federal budget and federal level public development institutions' funds use for tourist cluster formation. The concept of three monopolies in the tourism destination development. Tourism destination as a venue for recreational activities. Cluster approach to the tourism destination sustainable development. The concept of a regional tourist cluster and its characteristics. Government regulation of the tourism sector and hospitality industry in Russia at the regional level. The concept of territorial development of the Russian Federation, cluster development policies. The cluster-based approach used in the Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program and the Development of Domestic and Inbound Tourism in the Russian Federation (2019-2025) Concept of the Federal Targeted Program. The destination card system operational mechanism. The main card system participants (tourism sector, individual tourists, agencies that develop and use tourism product cards). Tourism sector development factors as a destination services sales market. Factors that generate community demand in the tourism sector (social production development, labor intensification, urban development, environment pollution). Factors that meet the tourists' demand (personal income increase, availability of more free time, public consumption funds development, transportation and services sector development). A brief comparative analysis of classic tourism destination business models. Tourism

destination development strategy. The specifics of tourism destination development in different countries. Business planning. Tourism destination management system building principles.

### **Topic 3. Tourism destination infrastructure and competitiveness development. Investment attraction and public-private partnership mechanisms**

The modern impression management concept and tourist services rendered to travelers to a destination. Destination position in the hierarchy of the tourist services market and its place in strategic planning. Methodological approaches to building a conceptual tourist object on a territory. Destination's competitive advantages. The tourism destination value chain. The role of tourist clusters in the tourism sector competitiveness improvement and wider use of public-private partnership mechanisms. Tourism destination types and levels (Richie and Crouch). Successful tourism destination, 10As of a successful tourism destination (Morrison). The lifecycle of a tourism destination. Tourism destination competitiveness. Tourism destination competitiveness models: Porter's rhombus, Poon's model, WES model, factors of destination competitiveness according to J. Richie and G. Crouch, L. Dwyer and C. Kim. Participants of the emerging tourist clusters project implementation process (executive bodies of the Russian Federation; regional investment attracting and investor operations organization, a special business management company) and their functions. Destination governance and compliance policy development according to N. Beaumont and D. Dredge. Promotion of investment opportunities and regional projects in Russia and abroad (including through conferences, exhibitions, forums). Project team building for the turnkey investment project support and implementation. Potential investors and their availability for financing and supporting investment in the regions. The public-private partnership mechanism as a prerequisite for financing at the stage of tourist cluster building.

### **Topic 4. Destination development and various types of tourism. Best practices gained in type-specific destination development**

Diversity of tourism types as a factor in the company, company network and destination competitive advantage formation. Sectoral, territorial and tourism product infrastructure of a destination. Tourism destination classification. The hierarchical classification of destinations in various tourism submarkets: beach tourism, mountain tourism, cruise tourism, sightseeing tourism. Classification of territorial tourist objects and clusters. Artificial thematic local destinations. Temporary and event attractions. Prospects for tourist mythology resources construction as a factor of income growth in a tourism destination. Cultural and educational tourism destination and cluster development. International and Russian best practices in business tourism destination development. The cultural tourism specifics in Russia and abroad. Environmental, nature, countryside and agro-tourism in tourism destinations and their role in the rural area development. International and Russian approaches to developing cruise tourism destinations.

Promising options for territorial branding that are relevant to Russian territories. Non-formalized tourism destination brands. Formalized tourism destination brands. Brand formation in a destination with a complex cultural, historical and recreational potential. The tourism sector development in small towns, single industry towns and rural areas. Mega-event as a good driver of the tourism destination development and promotion at the international level. Promotion of the Nizhny Novgorod region in the international tourist services market during the World Cup 2018 period. Summer Olympics 2012 and its impact on the London brand formation. Winter Olympics 2014 and its impact on the Sochi brand formation. Specific characteristics of the main types of sustainable tourism in the destination. New tourism types development process as a factor in the destination development and specification. Tourism diversification according to D. Chavez. Urban industrial area redevelopment as a special case of artificial attractiveness development and /or growth. Creative clusters.

**Topic 5. Tourism destination planning, monitoring and development forecasts. Targeted tourism development programs**

The main approaches to the regional and municipal destination development project development. Development and economic feasibility of tourism destination development projects. Monitoring as a tourism sector and hospitality industry development regulating tool. Identification of the conditions of the tourist, hotel and accompanying services market in a destination. A comprehensive study of service consumers in a destination. Statistics of tourist flows, its characteristics and practical meaning. A comprehensive study of the tourist and hospitality service providers in a destination. Forecasts as a tourism and hospitality industry development and planning tool in a destination. Definition of tourism destination development indicators. Identification of new trends in the technology development and approaches to tourism product and services development in the destination. Forecasting demand for tourism destinations. Key indicators of the demand for tourist services. Tourist flow development forecasts in a destination. A comparative analysis of forecasting methods: limitations, advantages and disadvantages. Foresight methodology characteristics and approaches in the tourism sector and hospitality industry. General approaches to targeted program development and implementation. International and Russian best practices in the development of national (federal) and regional targeted tourism sector and hospitality industry development programs and the cluster approach use. Methods of drafting destination development strategies and concepts. Prospects for legal norms improvement related to development of tourism in resorts at the federal and regional levels. Cluster identification methods, analysis of cluster building opportunities. An approach based on the search of quantitative indicators and parameters of statistical and economic analysis. Traditional methods used in economic development analysis and regional studies. Inter-sectoral balance in industries. Network analysis.



## 5.2. Curriculum

The information is given in the table below.

Table 2

	Topic/Discipline	Workload in hours						Formative assessment
		Total	Work in class				Independent student work	
			Total, incl.	Lectures	Seminars, practicals	Work in interactive formats		
1.	Topic 1. International and Russian best practices in tourism destination development. Destination development basic principles and trends. Stakeholders in the tourism destination development.	72	24	8	16	16	48	Test
2.	Topic 2. Tourist cluster formation and development. Main plan for the tourism destination development. Inter-company cooperation in the tourism sector and hospitality industry	72	24	8	16	16	48	Test
3	Topic 3. Tourist destination infrastructure development and competitiveness. Attracting investment and public-private partnership mechanisms.	72	24	8	16	16	48	Test
4	Topic 4. Destinations development and certain types of tourism. Best practices in type-specific tourism destination development	72	24	8	16	16	48	Test

5	Topic 5. Planning, monitoring and forecasting the development of a tourism destination. Targeted tourism development programs	72	24	8	16	16	48	Test
6	Total for the discipline	360	120	40	80	80	240	As per curriculum
7	Total in %	100	33	11	22	22	67	Pass/fail examination

### 5.3. Seminar and practicals' content

Table 3

Topic/Discipline	List of topics for discussion at seminars, practicals. Recommended sources for sections 8,9 (section and source number if indicated)	Work format
Topic 1. International and Russian best practices in tourism destination development. Destination development basic principles and trends. Stakeholders in the tourism destination development.	<p>Business models in the tourism sector, a focus the territory competitiveness, the models' relationship with the tourism sector company's business objectives and strategies.</p> <p>The role of tourism sector public administration and municipal management, management and businesses in the territorial and urban development. Tourist clusters and territories management methods and technologies.</p> <p>International and Russian approaches and practices gained in developing comprehensive tourist cluster and territories development programs. The territory's tourism development potential and business objectives and strategies of tourism sector companies.</p> <p>The concept of polarization of the global tourism area. Territorial processes of the modern tourist services market.</p> <p>Destination in the tourism sector. Tourist territories: the basic concepts. Tourism destination development strategy. Tourism destination lifecycle. R.V. Butler's Tourism Area Life Cycle concept. T. Biger's Tourism Destination Lifecycle Model. Cyclical patterns of tourism industry development in the destination. The specifics of the tourism destinations in different countries. Tourism destination management system building principles.</p> <p>Stakeholders' approaches to the tourist territories</p>	Oral presentations, presentations made during a roundtable discussion, team examination of a mini case study

	<p>development.</p> <p>European models for social entrepreneurship development and support in the tourism sector and hospitality industry and the destination formation.</p> <p><b>Sources recommended for use:</b> Section 8, number 1, 2, 3, 4, 7, 8, 9, 14, 15, 16, 17, 18, 19, 20, 21, 22; section 9, number 1-10.</p>	
<p>Topic 2. Tourist cluster formation and development. Main plan for the tourism destination development. Inter-company cooperation in the tourism sector and hospitality industry</p>	<p>Tourist cluster formation in the tourism destinations. The cluster theory concepts. Interrelation between the concepts of a cluster, a destination, a tourist region.</p> <p>Evolution of views on the cluster development and management. The general cluster structure. Types of interaction in the cluster. Basic cluster formation models. Micro-, meso-, and macroclusters. Tourist cluster development goals and objectives. Tourist cluster forming elements. Cluster classification. Interrelations and interactions within the cluster.</p> <p>Federal budget and federal level public development institutions' funds use for tourist cluster formation.</p> <p>The concept of three monopolies in the tourism destination development. Tourism destination as a venue for recreational activities.</p> <p>Cluster approach to the tourism destination sustainable development. The concept of a regional tourist cluster and its characteristics.</p> <p>Government regulation of the tourism sector and hospitality industry in Russia at the regional level. Russia's territorial development concept, cluster development policies.</p> <p>The cluster-based approach used in the Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program and the Development of Domestic and Inbound Tourism in the Russian Federation (2019-2025) Concept of the Federal Targeted Program.</p> <p><b>Sources recommended for use:</b> Section 8, number 3, 4, 5, 6, 8, 10, 13, 14, 17, 18, 19, 21, 22; section 9, number 1-10.</p>	<p>Oral presentations, work online, case study examination</p>
<p>Topic 3. Tourist destination infrastructure development and competitiveness. Attracting investment and public-private partnership mechanisms</p>	<p>The modern impression management concept and tourist service rendered to travelers to a destination. Destination position in the hierarchy of the tourist services market and its place in strategic planning.</p> <p>Methodological approaches to building a conceptual tourist object on a territory. Destination's competitive advantages. The tourism destination value chain.</p> <p>The role of tourist clusters in the tourism sector competitiveness improvement and wider use of public-private partnership mechanisms.</p> <p>Tourism destination types and levels (Richie and</p>	<p>Oral presentations, work online, case study examination</p>

	<p>Crouch). Successful tourism destination, 10As of a successful tourism destination (Morrison). The life cycle of a tourism destination. Tourism destination competitiveness. Tourism destination competitiveness models: Porter's rhombus, Poon's model, WES model, factors of destination competitiveness according to J. Richie and G. Crouch, L. Dwyer and C. Kim.</p> <p><b>Sources recommended for use: Section 8</b>, number 5, 8, 9, 11, 12, 13, 17, 18, 19, 20, 21, 22; section 9, number 1-10.</p>	
<p>Topic 4. Destinations development and certain types of tourism. Best practices in type-specific tourism destination development</p>	<p>Diversity of tourism types as a factor in the company, company network and destination competitive advantage formation. Sectoral, territorial and tourism product infrastructure of a destination.</p> <p>Tourism destination classification. The hierarchical classification of destinations in various tourism submarkets: beach tourism, mountain tourism, cruise tourism, sightseeing tourism. Classification of territorial tourist objects and clusters.</p> <p>Artificial thematic local destinations. Temporary and event attractions. Prospects for tourist mythology resources construction as a factor of income growth in a tourism destination.</p> <p>The cultural tourism specifics in Russia and abroad. Cultural and educational tourism destination and cluster development.</p> <p>International and Russian best practices in business tourism destination development.</p> <p>Environmental, nature, countryside and agro-tourism in tourism destinations and their role in the rural area development.</p> <p>International and Russian approaches to developing cruise tourism destinations.</p> <p><b>Sources recommended for use: Section 8</b>, number 1, 2, 3, 4, 6, 7, 8, 18, 19, 20, 21; section 9, number 1-10.</p>	<p>Oral presentations, work online, case study examination, discussion, testing</p>
<p>Topic 5. Planning, monitoring and forecasting the development of a tourism destination. Targeted tourism development programs</p>	<ol style="list-style-type: none"> <li>1. The main approaches to the regional and municipal destination development project development. Development and economic feasibility of tourism destination development projects.</li> <li>2. Monitoring as a tourism sector and hospitality industry development regulating tool. Identification of the conditions of the tourist, hotel and accompanying services market in a destination.</li> <li>3. A comprehensive study of service consumers in a destination. Statistics of tourist flows, its characteristics and practical meaning.</li> <li>4. A comprehensive study of the tourist and hospitality service providers in a destination.</li> </ol>	<p>Oral presentations, work online, case study examination, discussion, testing</p>

	<ol style="list-style-type: none"> <li>5. Forecasts as a tourism and hospitality industry development and planning tool in a destination.</li> <li>6. Definition of tourism destination development indicators.</li> <li>7. Identification of new trends in the technology development and approaches to tourism product and services development in the destination.</li> <li>8. Key indicators of the demand for tourist services. Tourist flow development forecasts in a destination.</li> <li>9. General approaches to targeted program development and implementation.</li> </ol> <p><b>Sources recommended for use:</b> Section 8, number 1, 3, 4, 5, 10, 17, 18, 19, 20, 21, 22; section 9, number 1-10.</p>	
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## 6. Learning and methodological materials for independent student work

### 6.1. Topics studied by students independently and out-of-class independent work

In this section, formats of out-of-class independent student work are described and topics to be studied are enumerated.

Topics studied by students independently are listed.

Table 3

<b>Topic/discipline</b>	<b>Topics studied by students independently</b>	<b>Out-of-class independent work</b>
<p>Topic 1. International and Russian best practices in tourism destination development. Destination development basic principles and trends. Stakeholders in the tourism destination development.</p>	<p>Attractiveness for tourists as a prerequisite for the destination promotion. Systemic connections between the destinations, the transport infrastructure, tour agencies and tourists' demand. Destination as a tourism product, the purpose of travelling, the object of entrepreneurship and the subject of a competition. The structure of a tourism destination. Stakeholders' approaches to the tourist territories development. The main destination management principles based on stakeholders' approaches: territorial representatives, inter-sectoral cooperation, a focus on sightseeing, right positioning of types of tourism, cooperation of enterprises, geographical concentration of management efforts. Local residents' participation in the strategic tourism destinations management. Long-term and short-term benefits and issues of tourism destination stakeholders. Necessity of a regulatory body that would agree the interests of the destination</p>	<ul style="list-style-type: none"> <li>- Work with lecture summaries;</li> <li>- Work with e-library system;</li> <li>- Work with the Financial University educational portal;</li> <li>- Preparation for tests;</li> <li>- Preparation for case study analysis;</li> <li>- Preparation for case solving</li> </ul>

	<p>stakeholders and to unite the components of various industries. D.Weaver's concept of enlightened mass tourism. Methods of stakeholders' education. Government regulation of the tourism and hospitality industry abroad. Government regulation of the tourism and hospitality industry in Russia at the federal, regional and municipal levels.</p> <p><b>Sources recommended for use: Section 8, number 1, 2, 3, 4, 7, 8, 9, 14, 15, 16, 17, 18, 19, 20, 21, 22; section 9, number 1-10.</b></p>	
<p>Topic 2. Tourist cluster formation and development. Main plan for the tourism destination development. Inter-company cooperation in the tourism sector and hospitality industry</p>	<p>1. Card system operational mechanism. The main card system participants (tourism sector, individual tourists, agencies that develop and use tourism product cards).</p> <p>2. Tourism sector development factors as a destination services sales market. Factors that generate community demand in the tourism sector (social production development, labor intensification, urban development, environment pollution).</p> <p>3. Factors that meet the tourists' demand (personal income increase, availability of more free time, public consumption funds development, transportation and services sector development).</p> <p>4. A brief comparative analysis of classic tourism destination business models. Tourism destination development strategy.</p> <p>5. The specifics of tourism destination development in different countries. Business planning. Tourism destination management system building principles.</p> <p><b>Sources recommended for use: Section 8, number 3, 4, 5, 6, 8, 10, 13, 14, 17, 18, 19, 21, 22; section 9, number 1-10.</b></p>	<ul style="list-style-type: none"> <li>- Work with lecture summaries;</li> <li>- Work with e-library system;</li> <li>- Work with the Financial University educational portal;</li> <li>- Preparation for tests;</li> <li>- Preparation for case study analysis;</li> <li>- Preparation for case solving</li> </ul>
<p>Topic 3. Tourist destination infrastructure development and competitiveness. Attracting investment and public-private partnership mechanisms.</p>	<p>Participants of the emerging tourist clusters project implementation process (executive bodies of the Russian Federation; regional investment attracting and investor operations organization, a special business management company) and their functions. Destination governance and compliance policy development according to N. Beaumont and D. Dredge. Promotion of investment opportunities and regional projects in Russia and abroad (including through conferences, exhibitions, forums). Project team building for the turnkey investment project support and implementation. Potential investors and their availability for financing and supporting investment in the regions. The</p>	<ul style="list-style-type: none"> <li>- Work with lecture summaries;</li> <li>- Work with e-library system;</li> <li>- Work with the Financial University educational portal;</li> <li>- Preparation for tests;</li> <li>- Preparation for case study</li> </ul>

	<p>public-private partnership mechanism as a prerequisite for financing at the stage of tourist cluster building.</p> <p><b>Sources recommended for use:</b> Section 8, number 5, 8, 9, 11, 12, 13, 17, 18, 19, 20, 21, 22; section 9, number 1-10.</p>	<p>analysis; - Preparation for case solving .</p>
<p>Topic 4. Destinations development and certain types of tourism. Best practices in type-specific tourism destination development</p>	<ol style="list-style-type: none"> <li>1. Promising options for territorial branding that are relevant to Russian territories.</li> <li>2. Non-formalized tourism destination brands. Formalized tourism destination brands.</li> <li>3. Brand formation in a destination with a complex cultural, historical and recreational potential.</li> <li>4. The tourism sector development in small towns, single industry towns and rural areas.</li> <li>5. Mega-event as a good driver of the tourism destination development and promotion at the international level.</li> <li>6. Promotion of the Nizhny Novgorod region in the international tourist services market during the World Cup 2018 period.</li> <li>7. Summer Olympics 2012 and its impact on the London brand formation.</li> <li>8. Winter Olympics 2014 and its impact on the Sochi brand formation.</li> <li>9. Specific characteristics of the main types of sustainable tourism in the destination.</li> <li>10. New tourism types development process as a factor in the destination development and specification. Tourism diversification according to D. Chavez.</li> <li>11. Urban industrial area redevelopment as a special case of artificial attractiveness development and /or growth. Creative clusters.</li> </ol> <p><b>Sources recommended for use:</b> Section 8, number 1, 2, 3, 4, 6, 7, 8, 18, 19, 20, 21; section 9, number 1-10.</p>	<p>- Work with lecture summaries; - Work with e-library system; - Work with the Financial University educational portal; - Preparation for tests; - Preparation for case study analysis; - Preparation for case solving</p>
<p>Topic 5. Planning, monitoring and forecasting the development of a tourism destination. Targeted tourism development programs</p>	<ol style="list-style-type: none"> <li>1. A comparative analysis of forecasting methods: limitations, advantages and disadvantages.</li> <li>2. Foresight methodology characteristics and approaches in the tourism sector and hospitality industry.</li> <li>3. International and Russian best practices in the development of national (federal) and regional targeted tourism sector and hospitality industry development programs and the cluster approach use.</li> <li>4. Methods of drafting destination development strategies and concepts.</li> </ol>	<p>- Work with lecture summaries; - Work with e-library system; - Work with the Financial University educational portal; - Preparation for tests;</p>



	<p>5. Prospects for legal norms improvement related to development of tourism in resorts at the federal and regional levels.</p> <p>6. Cluster identification methods, analysis of cluster building opportunities. An approach based on the search of quantitative indicators and parameters of statistical and economic analysis.</p> <p>7. Traditional methods used in economic development analysis and regional studies. Inter-sectoral balance in industries. Network analysis.</p> <p><b>Sources recommended for use: Section 8, number 1, 3, 4, 5, 10, 17, 18, 19, 20, 21, 22; section 9, number 1-10.</b></p>	<p>- Preparation for case study analysis;</p> <p>- Preparation for case solving</p>
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## 6.2. List of topics, problems and questions examined when preparing for assessment (in line with Table 2)

### Working list of questions for assessment

#### Examples of problems and questions

1. Who invented the marketing approach to defining the concept of a destination?

- a) Neil Leiper
- b) D.G. Pearce and R.V. Butler
- c) Philip Kotler
- d) S.L. Vargo and R.F. Lusch

2. The tourism sector makes an impact upon the development of those regions that are far from large industrial centers and have insignificant economic resources, mainly, in the following way:

- a) It provides a barrier to their economic, political and social development
- b) It contributes to their transformation into industrial centers
- c) It contributes to the development of industries related to tourist services production
- d) It contributes to education development

3. What is not included into the list of economic functions of the tourism sector in terms of long-term sustainable development?

- a) New job creation
- b) Inflation reduction
- c) Local infrastructure development
- d) An increase in foreign currency earnings

4. The Global Competitiveness Report and Travel and Tourism Competitiveness Report is published annually by:

- a) The World Economic Forum;
- b) The International Monetary Fund;



- c) The World Bank;
- d) The UNWTO

5. What is the type of Visit Britain company (organizations promoting tourism)?

- a) DMO (Destination Marketing Organization)
- b) Convention Bureau
- c) Tourist Information Office
- d) Inbound tourist agency

6. The main factor contributing to non-uniform tourism sector development in different regions of the country is:

- a) Non-uniform demographic density of the territory
- b) Unequal industrial potential of the regions
- c) Varying resource base and promotion of the regions as tourism destinations
- d) Various degree of conservation of the regions as territories suitable for recreation and tourism sector development

7. In order to assess Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program:

- a) A system of targets is used that corresponds with the preliminarily reported results for each year
- b) All the activities of the Federal Agency for Tourism are analyzed and an annual report is compiled
- c) Private independent foreign and Russian analytical agencies are engaged in order to prepare reports with a view to better adjust the Federal Targeted Program
- d) Marketing research of the hospitality industry of the Russian Federation is done

8. What ratio of public and private funds is included into the Strategy for the Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program?

- a) 25%/75%
- b) 40%/60%
- c) 50%/50%
- d) 70%/30%

9. How many tourism development indicators at the federal level are monitored and collected for statistical analysis for the Strategy for the Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program?

- a) 3
- b) 5
- c) 9
- d) 13

### **Examples of open type questions**

1. Give an example of a country or region and describe the factors that made it possible to dramatically increase the economic growth rate through tourism sector development? Examine the negative aspects and / or risks of the regions that depend on the tourism sector specialization.
2. What is in favor of mass tourism development, despite the negative consequences?
3. Explain why the tourism sector and hospitality industry are considered to be economic sectors with a relatively high multiplicative effect.
4. Which industries related to tourism sector and hospitality industry contribute to increasing consumer demand and reducing the tourism product costs?
5. Find the reasons why Spain as a whole has more annual revenue from incoming tourists than France. Try to make a forecast of the status quo in a decade or two decades. Does France have a

- chance to become the European leader, or will it remain number two on the tourism sector developers list?
6. Are there reasons to believe that the proportion of the population engaged in servicing tourists will increase in developed countries? Describe the factors that, in your opinion, could contribute to the process development or put barriers to the process development.
  7. Give examples of economically developed countries that have probably become too dependent on the tourism sector development. How could they reduce the risks of such dependence?
  8. What financing or refinancing tools would make the ambitious hotel project implementation and payback issue less acute in the presence of a bleak general economic situation?
  9. Describe the main factors that hinder the caravanning and motor vehicle tourism development in Russia at large. What price segment of specialized motor vehicles and caravanning trailers could be in demand in Russia? Which countries' motor vehicle tourism development experience would be the most useful in Russia? Rent or buy a motorhome: what are the rational and irrational pros and cons for each of the two options?
  10. Why, in the post-industrial epoch, craft and hand made products have a higher market value than mass-produced goods? Give examples of tourist craft products in Russia and abroad. How successful are these products? What other types of tourist craft products can be promising for the regions of Russia? What are today's and future relationships between tourist craft products and territory marketing?
  11. Give a detailed description of reasons given by D. Weaver within the concept of mass tourism, alternative tourism, enlightened mass tourism. To what extent is this theory confirmed by the practice of international tourism sector development in recent years?
  12. List the main quantitative and qualitative goals for the tourism destination development.
  13. What are the approaches to defining the concept of a destination? Describe the Leiper model, what are the disadvantages of a territorial approach?
  14. Who are the stakeholders (actors) of the tourism destination marketing? Is a tourist among them and why?
  15. List the government innovation support schemes. What is the scheme for building public incentives for innovative development in the Russian Federation?
  16. What are the tourism and hospitality project financing prospects in Russia and abroad? What are the specific features of investment projects based on project financing?
  17. What investment projects in the tourism sector and hospitality industry are in the most demand today?
  18. What are the principles and approaches to assessing the efficiency and risks of tourism activities on the territory?
  19. What are the main concepts of M. Porter's cluster theory and what are the opportunities for their use in the tourism sector?
  20. Examine the relationship between the concepts of a cluster, tourist cluster, destination, tourist region. Give some examples.
  21. Describe the basic principles of tourist cluster building. Explain the benefits of tourist cluster building.
  22. Describe the current tourist cluster development trends and mechanisms in the Concept of 'Domestic and Inbound Tourism in the Russian Federation (2019-2025)' Federal Targeted Program.

### **Examples of cases**

- Tourist destination management based on the example of towns included in the Golden Ring route (Yaroslavl and Vladimir Regions);
- Tourist destination management based on the example of Etnomir theme park (Kaluga Region);
- Tourist destination management based on the example of Yasnaya Polyana tourist cluster (Tula

Region);

- Tourist destination management based on the example of Borovsk tourist cluster (Kaluga Region);
- Tourist destination management based on the example of Kasimov tourist cluster (Ryazan Region);
- ‘The Road to the Lavra’ AKA ‘The Route of the Russian Tsars’ pedestrian tourist and cycling route from Moscow to Sergiev Posad.

#### Examples of questions related to cases

‘The Road to the Lavra’ AKA ‘The Route of the Russian Tsars’ pedestrian tourist and cycling route from Moscow to Sergiev Posad

1. Is there a difference between the concepts of walking and pedestrian tourist routes?
2. What are the pedestrian tourist and cycling route development prospects in Russia?
3. Which countries’ experience could be especially valuable for the development of pedestrian tourist routes and bicycle routes in Russia?
4. What do you think is the most important for the improvement of pedestrian tourist routes?
5. What benefits and challenges can a tourist route pose for the local residents?
6. What elements should be included into the recreation areas for pedestrian tourist and cycling routes?
7. What could be the incentive for maintaining and developing the pedestrian tourist routes adjacent to railways?

#### 7. Criteria for student knowledge assessment

##### 7.1. List of competences and stages of competence acquisition during the period of study

The list of competences and criteria for checking their acquisition is provided in Section 2 ‘List of learning outcomes compared with the planned program completion results’

#### Criteria for checking competence acquisition

<b>Competence APC3</b>		
Criteria for assessment	Criteria for assessment	Scale
<ul style="list-style-type: none"> <li>• To know approaches to tourism sector development in promising areas based on the assessment of tourism development potential, taking into account the existing and future infrastructure and the interests of all stakeholders;</li> <li>• To know balanced scorecard systems and approaches to their use in tourism and hospitality industry development in the context of building a corporate development strategy in promising destinations;</li> </ul>	<ul style="list-style-type: none"> <li>• To know approaches to tourism sector development in promising areas based on the assessment of tourism development potential, taking into account the existing and future infrastructure and the interests of all stakeholders;</li> <li>• To know balanced scorecard systems and approaches to their use in tourism and hospitality industry development in the context of building a corporate development strategy in promising destinations;</li> </ul>	Threshold level

<p>To know company's lifecycle concepts and destination lifecycle concepts, balanced scorecard systems for companies and for destinations;</p> <p>To be able to identify the factors that make an impact on the choice of alternatives in the territory's tourism development strategy on a particular tourist territory, taking into account the interests of the business community.</p>	<p><b>Knowledge and abilities</b></p> <p>To know company's lifecycle concepts and destination lifecycle concepts, balanced scorecard systems for companies and for destinations; To be able to identify the factors that make an impact on the choice of alternatives in the territory's tourism development strategy on a particular tourist territory, taking into account the interests of the business community.</p>	<p>Advanced level</p>
<p>To be able to identify companies' and projects' advantages and disadvantages in ensuring efficient development based on the use of a balanced scorecard system, suggest measures in order to optimally use the opportunities and reduce the threats while expanding the business presence in a developing destination.</p> <p>To be able to align the company's lifecycle and the company's development balanced scorecard system with the current state of the destination and its development plans and forecasts. To be able to build proactive and innovative strategies in the fast-growing destination segments.</p>	<p><b>Skills and abilities</b></p> <p>To be able to identify companies' and projects' advantages and disadvantages in ensuring efficient development based on the use of a balanced scorecard system, suggest measures in order to optimally use the opportunities and reduce the threats while expanding the business presence in a developing destination.</p> <p>To be able to align the company's lifecycle and the company's development balanced scorecard system with the current state of the destination and its development plans and forecasts. To be able to build proactive and innovative strategies in the fast-growing destination segments.</p>	<p>High level</p>

<b>Competence PC 2</b>		
Criteria for assessment	Criteria for assessment	Scale

<p>To know the characteristics and structure of the corporate economic strategy, including the elements that contribute to sustainable development. To know the managerial decision efficiency assessment methodology in a wide social and environmental contexts, taking into account all tourism and hospitality industry stakeholders' interests;</p> <p>To know approaches to tourism sector development and planning and the relevant methods used in tourism sector development based on the use of sustainable development principles, the best international and Russian practices and tourism and hospitality industry inclusive project planning tools, approaches to foresight methodology use and foresight techniques and methods;</p>	<p>To know the characteristics and structure of the corporate economic strategy, including the elements that contribute to sustainable development. To know the managerial decision efficiency assessment methodology in a wide social and environmental contexts, taking into account all tourism and hospitality industry stakeholders' interests;</p> <p>To know approaches to tourism sector development and planning and the relevant methods used in tourism sector development based on the use of sustainable development principles, the best international and Russian practices and tourism and hospitality industry inclusive project planning tools, approaches to foresight methodology use and foresight techniques and methods;</p>	<p>Threshold level</p>
<p><b>To</b> know approaches to and methods used for managing the development process and monitoring the results achieved by the economic entities in the tourism and hospitality industry in order to ensure long-term efficiency of company and project business models;</p> <p>To be able to make balanced analytical reports for future and past managerial decisions and</p>	<p><b>Knowledge and abilities</b></p> <p><b>To</b> know approaches to and methods used for managing the development process and monitoring the results achieved by the economic entities in the tourism and hospitality industry in order to ensure long-term efficiency of company and project business models;</p> <p>To be able to make balanced analytical reports for future and past managerial decisions and tourism and hospitality industry programs.</p>	<p>Advanced level</p>

<p>tourism and hospitality industry programs.</p> <p>To be able to make proposals when developing corporate strategies to achieve sustainable development goals, to make forecasts and proposals related to sectoral, regional, inter-company and intra-company planning in the tourism sector taking account of existent indicators, to choose the appropriate tools to ensure sustainable development when designing projects.</p> <p>To be able to conduct a comprehensive analysis of aspects, factors and drivers of sustainable and efficient long-term development when constructing corporate business and project development model in the tourism industry, taking into account the specific restrictions and the potential of a particular territory.</p>	<p><b>Skills and abilities</b></p> <p>To be able to make proposals when developing corporate strategies to achieve sustainable development goals, to make forecasts and proposals related to sectoral, regional, inter-company and intra-company planning in the tourism sector taking account of existent indicators, to choose the appropriate tools to ensure sustainable development when designing projects.</p> <p>To be able to conduct a comprehensive analysis of aspects, factors and drivers of sustainable and efficient long-term development when constructing corporate business and project development model in the tourism industry, taking into account the specific restrictions and the potential of a particular territory.</p>	High level
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<b>Competence UC-1</b>		
Criteria for assessment	Criteria for assessment	Scale
<p>To know information analysis methods used for identifying administrative, managerial and financial issues in the tourism destination formation and development; To know characteristics of formation and development of regional tourist</p>	<p>To know information analysis methods used for identifying administrative, managerial and financial issues in the tourism destination formation and development; To know characteristics of formation and development of regional tourist clusters in the Russian Federation</p>	Thresholdlevel

<p>clusters in the Russian Federation; To know tourism destination (including cluster) formation, management, efficiency assessment principles; To be able to respond promptly to trends and market changes when forming and developing tourism destinations</p> <p>To be able to critically examine cluster models based on the comparison of competitive advantages found in the global, regional and local markets.</p> <p>To be able to develop original programs and auxiliary programs related to destination (including tourist cluster) development strategies and models based on the use of a systematic approach.</p>	<p><b>Knowledge and abilities</b></p> <p>To know tourism destination (including cluster) formation, management, efficiency assessment principles; To be able to respond promptly to trends and market changes when forming and developing tourism destinations</p>	Advanced level
	<p><b>Skills and abilities</b></p> <p>To be able to critically examine cluster models based on the comparison of competitive advantages found in the global, regional and local markets.</p> <p>To be able to develop original programs and auxiliary programs related to destination (including tourist cluster) development strategies and models based on the use of a systematic approach.</p>	High level

## 7.2. Standard test problems and other materials needed for assessment of competences, skills and knowledge

Criteria for assessment	Standard test problems
<b>Competence APC-3</b>	
<b>Knowledge</b>	Theoretical concept of the Tourism Destination Lifecycle Model and its role in building efficient destination management. R.V. Butler's Tourism Area Life Cycle concept. T. Biger's Tourism Destination Lifecycle Model.
<b>Abilities</b>	<p>Present the results of the SWOT analysis of types of tourism in the Moscow Region, present a table of the main indicators of tourism sector development (optionally, for arriving tourists only) and determine the intensity factor by type of tourism.</p> <p>Then the following topics will be discussed:</p> <ul style="list-style-type: none"> <li>- Which measures is it possible to take to promote the Moscow Region more efficiently?</li> <li>- What is your image of the Moscow region? Describe your image of the Region's towns.</li> </ul> <p>Business game</p> <p>Participants will take part in a business game. The players play in pairs. One of the participants (a representative of the Moscow Region) should</p>

	convince another player (a potential tourist) to choose the Moscow Region (one of the objects of the Region) as the next destination.
<b>Skills</b>	Using the example of a company from any subsector within the tourism sector and hospitality industry, build a matrix of distribution of powers and responsibilities within an organization in order to optimize and harmonize the development goals, taking into account the sustainable development goals and objectives of the chosen tourist destination. Present the results in a presentation of 15-20 slides.

<b>Criteria for assessment</b>	<b>Standard test problems</b>
<b>Competence PC -2</b>	
<b>Knowledge</b>	<p>Option 1. Find the reasons why Spain as a whole has more annual revenue from incoming tourists than France. Try to make a forecast of the status quo in a decade or two decades. Does France have a chance to become the European leader, or will it remain number two on the tourism sector developers list?</p> <p>Option 2. On the website of the Federal Agency for Tourism, find and examine the presentations of investment project of the constituent territories of the Russian Federation that are implemented within the Strategy for the Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program. Which projects are the most interesting and popular? Select a project and find analogous overseas projects whose project experience could be used for implementing the Russian project.</p>
<b>Abilities</b>	<p>Individual or group project (subject to selection) ‘Exploration of the Status Quo and Development Trends Related to Approaches to the Tourism Sector and Hospitality Industry Sustainable Development’ Based on the example of any international or Russian tourism destination. Student group of 2 to 3 people. Written report (analytical report). Oral presentation.</p> <p>Indicative, recommended project sections that should be examined with an emphasis on the tourism sector development sustainability aspects:</p> <ol style="list-style-type: none"> <li>1) The role and meaning of tourism for the economy of the territory in question</li> <li>2) Tourism development potential and specific restrictions for the tourism sector development of the territory in question</li> <li>3) The tourism sector industries structure, analysis of its balance and adequacy, the relationship of tourism sector with other (related) types of activities</li> <li>4) Current and future, priority types of tourism</li> <li>5) What investment projects in the tourism sector in the region have been recently implemented / are being implemented or are planned for implementation? The mechanisms of public-private partnerships (municipality and private company partnerships) that are used / applied in the region.</li> </ol>



	<p>6) Availability of general and specialized collective accommodation means in the examined tourism subsector, to what extent do they complement each other?</p> <p>7) Conclusions and your recommendations, suggestions, opinions and assessment regarding the strategic areas for the tourism sector development in the region</p> <p>8) Describe the system of government regulation of the tourism sector in the region, the operations of agencies responsible for the tourism sector development and describe the main areas and priorities for their operations. Examine the interdepartmental regulatory scheme</p> <p>9) Examine the regional strategies, targeted programs and / or concepts of tourism sector development, especially in terms of priorities and target indicators. Some regions may lack tourism sector and hospitality industry development strategies and programs; in this case, aspects of tourism sector development may be part of the general concept of the region's social and economic development. Are the principles of sustainable development taken into account?</p> <p>10) Describe the existing approaches to tourism sector and hospitality industry development monitoring in the destination</p> <p>11) Make forecasts of the tourism sector and hospitality industry development: assessment, documents, opinions of various stakeholders.</p> <p>12) Your recommendations, suggestions, opinions and assessment regarding the strategic areas of the tourism sector and hospitality industry development in the region.</p> <p>Approximate volume: for individual projects, 5-7 pages, for group projects, 8-15 pages; spacing: 1.5, font size: 12. At the end of the project report, you need to provide a list of all sources used and indicate them by using end references in the text. Before the project presentation, you need to prepare 15-20 slides illustrating the main provisions and conclusions of the project. For the group project, it is necessary to list participants and their contributions to the project in order to achieve differentiated assessment purposes.</p>
<b>Skills</b>	<p>Suggest improving the business model of a company in any subsector of the tourism sector and hospitality industry given the increasingly observed consumers' trend to accept the values of responsible / sustainable tourism and the focus on the environment protection. Examine the added value provided by the company to the consumer. Analyze the factors that, within the broad social, cultural and environmental context of the selected business model, can make an impact upon the consumer's preferences (a more expensive sustainable tourist product or a cheaper and less sustainable product).</p>

<b>Criteria for assessment</b>	<b>Standard test problems</b>
<b>Competence UC -1</b>	
<b>Knowledge</b>	<p>How can social tourism development contribute to the sustainable development of the Russian regions? Give examples of social entrepreneurship projects in the field of social tourism in Russia. Use 3-4 examples of international best practices in the field and explain what makes the social entrepreneurship projects in the tourism sector attractive,</p>

	and what kind of assistance various groups of stakeholders could render. Volume: 3–5 pages, spacing: 1.5, font size: 12
<b>Abilities</b>	Using the example of Russia, several developed countries and several large developing countries, compare the average annual growth rates with the average annual growth rates of the tourism sector and hospitality industry over the past two decades. What conclusions can be made given the results of the comparison? Do they confirm the general theoretical and global trends?
<b>Skills</b>	Suggest improving the business model of a company in any subsector of the tourism sector and hospitality industry given the introduction of innovations and traditional factors that contribute to reducing the influence of the seasonal factor and territorial tourism development gap in the context of the chosen destination and the stakeholders' interests.

### **7.3. University orders, rector's office decrees related to monitoring of the student progress and student competence assessment**

Order No. 0557/ oof 23March 2017 'On the Approval of the Regulations on the Formative Assessment of Financial University Bachelor and Master Program Student Achievements'.

#### **Main (essential) questions for preparation for the examination**

1. The concept of a tourism destination. A destination in the tourism sector. Tourist territories: basic concepts. Elements of a tourism destination.
2. Characteristics and types of a tourism destination. Life cycle of a tourism destination.
3. The concept of the potential of atourism destination. Elements of the potential of a tourism destination. The potential of atourist territory and the business objectives and strategies of tourism sector companies.
4. Methods and technologies of tourist cluster and territories management. International and Russian approaches and practices of developing integrated programs for the tourist cluster and territories development.
5. Tourism destination lifecycle. R.V. Butler's Tourism Area Life Cycle concept. T. Biger's Tourism Destination Lifecycle Model. Cyclical patterns of tourism industry development in the destination.
6. Systemic connections between the destinations, the transport infrastructure, tour agencies and tourists' demand.
7. Stakeholders' approaches to the tourist territories development. Basic principles of destination management based on stakeholder approaches. The participation of local residents in the strategic tourism destinations management.
8. European development and social entrepreneurship support models in the tourism and hospitality industry in the context of destination formation.
9. Long-term and short-term benefits and issues of tourism destination stakeholders. Necessity of a regulatory body that would agree the interests of the destination stakeholders and to unite the components of various industries.
10. D.Weaver's concept of enlightened mass tourism. Methods of stakeholders' education.
11. Government regulation of the tourism and hospitality industry abroad. Government regulation of the tourism and hospitality industry in Russia at the federal, regional and municipal levels.

12. Tourist cluster formation in the tourism destinations. The cluster theory concepts. Interrelation between the concepts of a cluster, a destination, a tourist region.
13. The evolution of views on the cluster development and management. The general cluster structure. Types of interaction in the cluster. Basic cluster formation models. Micro-, meso-, and macroclusters.
14. Tourist cluster development goals and objectives. Tourist cluster forming elements. Cluster classification. Interrelations and interactions within the cluster.
15. Federal budget and federal level public development institutions' funds use for tourist cluster formation.
16. The concept of territorial development of the Russian Federation, cluster development policies. The cluster-based approach used in the Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program and the Development of Domestic and Inbound Tourism in the Russian Federation (2019-2025) Concept of the Federal Targeted Program.
17. The destination card system operational mechanism. The main card system participants (tourism sector, individual tourists, agencies that develop and use tourism product cards).
18. A brief comparative analysis of classic tourism destination business models. Tourism destination business development strategy. The specifics of tourism destination development in different countries.
19. Destination position in the hierarchy of the tourist services market and its place in strategic planning.
20. Destination's competitive advantages. The tourism destination value chain. The role of tourist clusters in the tourism sector competitiveness improvement and wider use of public-private partnership mechanisms.
21. Tourism destination types and levels (Richie and Crouch). Successful tourism destination, 10As of a successful tourism destination (Morrison). The lifecycle of a tourism destination. Tourism destination competitiveness. Tourism destination competitiveness models: Porter's rhombus, Poon's model, WES model, factors of destination competitiveness according to J. Richie and G. Crouch, L. Dwyer and C. Kim.
22. Destination governance and compliance policy development according to N. Beaumont and D. Dredge.
23. Promotion of investment opportunities and regional projects in Russia and abroad (including through conferences, exhibitions, forums).
24. Potential investors and their availability for financing and supporting investment in the regions. The public-private partnership mechanism as a prerequisite for financing at the stage of tourist cluster building.
25. Diversity of tourism types as a factor in the company, company network and destination competitive advantage formation.
26. Sectoral, territorial and tourism product infrastructure of a destination
27. Artificial thematic local destinations. Temporary and event attractions. Prospects for tourist mythology resources construction as a factor of income growth in a tourism destination.
28. The cultural tourism specifics in Russia and abroad. Cultural and educational tourism destination and cluster development. International and Russian best practices in business tourism destination development.
29. International and Russian best practices in business tourism destination development.
30. Environmental, nature, countryside and agro-tourism in tourism destinations and their role in the rural area development.
31. International and Russian approaches to developing cruise tourism destinations.
32. Promising options for territorial branding that are relevant to Russian territories.
33. Non-formalized tourism destination brands. Formalized tourism destination brands.
34. Mega-event as a good driver of the tourism destination development and promotion at the international level.
35. Specific characteristics of the main types of sustainable tourism in the destination.

36. New tourism types development process as a factor in the destination development and specification.
37. Urban industrial area redevelopment as a special case of artificial attractiveness development and /or growth. Creative clusters.
38. The main approaches to the regional and municipal destination development project development. Development and economic feasibility of tourism destination development projects.
39. Monitoring as a tourism sector and hospitality industry development regulating tool. Identification of the conditions of the tourist, hotel and accompanying services market in a destination.
40. A comprehensive study of service consumers in a destination. Statistics of tourist flows, its characteristics and practical meaning.
41. A comprehensive study of the tourist and hospitality service providers in a destination.
42. Forecasts as a tourism and hospitality industry development and planning tool in a destination. Definition of tourism destination development indicators.
43. Identification of new trends in the technology development and approaches to tourism product and services development in the destination.
44. Forecasting demand for tourism destinations. Key indicators of the demand for tourist services. Tourist flow development forecasts in a destination.
45. A comparative analysis of forecasting methods: limitations, advantages and disadvantages.
46. Foresight methodology characteristics and approaches in the tourism sector and hospitality industry.
47. General approaches to targeted program development and implementation. International and Russian best practices in the development of national (federal) and regional targeted tourism sector and hospitality industry development programs and the cluster approach use.
48. Methods of drafting destination development strategies and concepts. Prospects for legal norms improvement related to development of tourism in resorts at the federal and regional levels.
49. Cluster identification methods, analysis of cluster building opportunities. An approach based on the search of quantitative indicators and parameters of statistical and economic analysis.

## **8. List of mandatory and supplementary learning materials that are needed for progressing in the course**

### **Legal documents**

1. Federal Law No. 132-FZ of 24 November 1996 'On the Basis of Tourism Sector Operations in the Russian Federation' (as amended on 03/05/2012 No. 47 - FZ)
2. Federal Law No. 12-FZ of 5 February 2007 'On Amendments to the Federal Law No. 132-FZ 'On the Basis of Tourism Sector Operations in the Russian Federation' of November 24, 1996
3. Federal Law No. 38-FZ of 13 March 2006 'On Advertising' (as amended on 8 March 2015 No. 50-FZ (Official Internet portal of legal information [www.pravo.gov.ru](http://www.pravo.gov.ru), 03/09/2015, N 0001201503090031 ).
4. The RF Law No. 2300-1 'On Protection of Consumer Rights' of 7 February 1992 (as amended by the Federal Law of 9 January 1996, No. 2-FZ).
5. Federal Law No. 70-FZ of the Russian Federation of 6 May 1998 'On Competition and Restriction of Monopolistic Activity on Commodity Markets'.
6. Resolution No. 452 of the Government of the Russian Federation of 18 July 2007 'On Approval of the Rules for Rendering Tourist Product Sales Services'
7. Rules for Rendering Tourist Product Sales Services as amended by Resolution N 254 of 23 March 2013 of the Government of the Russian Federation
8. State Standard P50690-2000 'Tourist Services. General requirements'.
9. State Standard R 50681-2010 'Tourist Services. Designing Tourist Services'
10. Resolution No. 644 of the Government of the Russian Federation of 2 August 2011 (as amended on 7 February 2018) 'On the Federal Targeted Program 'Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018)' [http://www.consultant.ru/document/cons\\_doc\\_LAW\\_118424/](http://www.consultant.ru/document/cons_doc_LAW_118424/)

### Mandatory reading list

1. in Russian: Kolodiy N. A. Economics of sensations and experiences in tourism and management [Electronic resource]: a manual for magistracy / N. A. Kolodiy. - Moscow: Yurait Publishing House, 2018. - 326 p. - (Universities of Russia). - Access mode: <https://biblio-online.ru/book/B043DFBD-A143-49A1-ACCE-A03C7A8B6D14/ekonomika-oschuscheniy-i-vpechatleniy-v-turizme-i-menedzhmente>
2. in Russian: Tourism Marketing [Electronic resource]: A manual for training students. universities for example. ready "Tourism", "Hotel Business" / I.V. Goncharova [et al.]. - Electronic text data (1 file: 1 MB). - M.: Federal Agency for Tourism, 2014 - 224 p. - Access mode: [http://elib.fa.ru/ebook/marketing\\_tourism.pdf/info](http://elib.fa.ru/ebook/marketing_tourism.pdf/info)
3. Tourism in Russia: a management handbook. Ed. F. Dimanche and L. Andrades. Emerald. 2015. — 426 p.

### Supplementary literature

4. in Russian: Alexandrova A.Yu. International tourism: a textbook / A.Yu. Alexandrova. - Moscow: Knorus, 2013. - 460 p. - Undergraduate. - The same [Electronic resource]. - 2016. - Access Mode: <https://www.book.ru/book/918842>
5. in Russian: Levchenko, T.P. Managing investment attractiveness in the tourism and recreation sector [Electronic resource]: Monograph / TP Levchenko, V.A. Yanyushkin, A.A. Ryabtsev. - M.: SIC INFRA-M, 2014. - 162 p. - Access mode: <http://znanium.com/go.php?id=424145>
6. in Russian: Myasoedov S.P. Cross - cultural management [Electronic resource]: a textbook for undergraduate and graduate / S.P. Myasoedov, L.G. Borisov. - 3rd ed. - Moscow: Yurait Publishing House, 2017. - 314 p. - Access mode: <https://biblio-online.ru/viewer/47F864E0-DB21-473B-A41E-FA12EAA5F7D3#page/2>
7. in Russian: Ilkevich S.V. Tourism and hospitality industry in Russia and abroad. Part 1 (workshop). Electronic edition. Moscow, 2017. 1 CD-ROM (Screen title) / Registration certificate of a compulsory federal copy of the electronic edition: certificate number 50323, registration number 0321702530 of June 14, 2017, issued by the Federal Service for Supervision in Communications, Information Technologies and Mass Media communications FSUE NTC "Informregister". 6.1 MB
8. in Russian: Ilkevich S.V. Comparative analysis of the characteristics of the development of the tourism industry in economically developed and developing countries // Service in Russia and abroad. - 2016. - V. 10. - № 9 (70). - p. 15-27. <https://elibrary.ru/item.asp?id=27725048>
9. in Russian: Ilkevich S.V. Management issues and the effects of sustainable tourism in the context of strategic management [Electronic resource] // Strategic decisions and risk management. - 2018. - №3. - P.132-139. - Access mode: <https://elibrary.ru>
10. in Russian: Ilkevich S.V. Economic aspects of sustainable development of tourism in the regions of the Russian Federation [Electronic resource] / C.B. Ilkevich, E.S. Sakharchuk // Bulletin of the Association of universities of tourism and service. - 2014. - T.8. - №2. - C.4-11. - Access mode: <https://elibrary.ru>
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### Periodicals

#### Journals

Gostinichnoye Khozyaistvo (Hotel Management), Turizm: Pravo I ekonomika (Tourism: Law and Economics), Otdykh v Rossii (Holidays in Russia), Mirovaya ekonomika I mezhdunarodnye otnosheniya (World Economy and International Relations), Mezhdunarodnaya ekonomika (International Economics), Valyutnoye regulirovaniye I valyutny control (Foreign Exchange Regulation and Control), Finansy (Finance), Ekspert (Expert), Dengi (Money), Kompaniya (Company), Turistsky biznes (Tourist Business), Turistskaya delovaya gazeta (Tourist Business Newspaper), Turinfo (Tourism Information).

### 9. List of Internet resources needed for progressing in the course

1. Financial University e-library <http://elib.fa.ru/>
2. E-library system BOOK.RU <http://www.book.ru>
3. E-library system 'University online library' <http://biblioclub.ru/>
4. E-library system Znanium <http://www.znanium.com>
5. E-library system of the Yurait Publishing House <https://www.biblio-online.ru/>
6. Online business library Alpina Digital <http://lib.alpinadigital.ru/>
7. Researcher online library eLibrary.ru <http://elibrary.ru>
8. E-library <http://grebennikon.ru>
9. National e-library <http://нэб.рф/>
10. E-library of theses of the Russian State Library <https://dvs.rsl.ru/>

### Internet resources

URL	Resource description
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<a href="http://russiatourism.ru">http://russiatourism.ru</a>	Official website of the Ministry of Tourism of the Russian Federation Current information on sustainable tourism development and environmental tourism, information for the tour agencies Information on investment projects within Development of Domestic and Inbound Tourism in the Russian Federation (2011-2018) Federal Targeted Program
<a href="http://tourlib.net">http://tourlib.net</a>	E-library for tourists, information on environmental tourism
<a href="http://oopt.info/index.php?page=1">http://oopt.info/index.php?page=1</a>	Information on the specially protected natural areas in Russia
<a href="http://prohotel.ru/">http://prohotel.ru/</a>	Information on the Russian hospitality industry development; issues of economic, social and environmental sustainability
<a href="http://hotelier.pro">http://hotelier.pro</a>	Information on the Russian hospitality industry development trends
<a href="https://icrt-russia.ru">https://icrt-russia.ru</a>	Information on operation and projects of the International Center for Responsible Tourism (Russian Federation and the CIS countries)
<a href="https://sustainability-leaders.com/">https://sustainability-leaders.com/</a>	Sustainable tourism leadership project; interviews with sustainable tourism professionals. Managerial trends, strategies, stories of success
<a href="https://www.tandfonline.com/toc/rsus20/current">https://www.tandfonline.com/toc/rsus20/current</a>	Website of the Journal of Sustainable Tourism, Taylor and Francis Group.
<a href="https://www.journals.elsevier.com/tourism-management">https://www.journals.elsevier.com/tourism-management</a>	Website of the Journal of Tourism Management, ELSEVIER Publishing.
<a href="http://www.balancedscorecard.org/">http://www.balancedscorecard.org/</a> Balanced Scorecard Institute <a href="http://www.balancedscorecard.ru">http://www.balancedscorecard.ru</a>	Balanced scorecard system
<a href="http://www.mag-consulting.ru">http://www.mag-consulting.ru</a>	Balanced management techniques
<a href="http://www.kadis.ru/texts/index.phtml?id=40197">http://www.kadis.ru/texts/index.phtml?id=40197</a>	Global Tourism Ethical Code
<a href="http://www.atlas-euro.org">http://www.atlas-euro.org</a>	The Association for Tourism and Leisure Education (ATLAS).
<a href="http://businesstravelrussia.ru">http://businesstravelrussia.ru</a>	Business Travel Association
<a href="http://www.economy.gov.ru">www.economy.gov.ru</a>	Ministry of Economic Development of the Russian Federation

<a href="http://www.economy.gov.ru/minec/activity/sections/innovations/politic/">http://www.economy.gov.ru/minec/activity/sections/innovations/politic/</a>	Section dedicated to implementation of the cluster development policy of the Ministry of Economic Development of the Russian Federation
<a href="http://www.gks.ru">www.gks.ru</a>	Official website of the Federal Statistics Service of the Russian Federation
<a href="http://www.unwto.org">http://www.unwto.org</a>	Official UNWTO website

## 11. Methodological guidelines for the students of the course

In order to successfully embrace the learning material, the students must carefully study the topics listed in the curriculum. Recommended literature is studied in accordance with the general course syllabus. Oral seminar presentations, summaries and essays are prepared while taking into account the students' comments if they wish to have in-depth knowledge of a particular subject. The list of recommended report themes is included in the program curriculum.

The students have a right to independently choose a report theme. During the semester, it is recommended to prepare at least three oral seminar presentations related to different sections of the course curriculum. When preparing the reports, students should study the literature, select the necessary materials, and produce a written text. When performing independent work during the period of study, it is necessary to identify the relevant information sources related to the topic chosen in accordance with the curriculum, carefully study the selected materials and determine the logic of the material presentation. If a student wishes to perform an in-depth analysis of the material, he/she can use additional materials, and source documents listed in the curriculum. It is necessary to use library resources and Internet resources. The report should explore the topic and describe a well-reasoned position related to the report subject-matter. It is necessary to carefully study all the issues related to the topic chosen, find the meaning of unknown words and terms, and determine the logic of the material presentation. The main goal of the independent work preparation is to identify own position and develop own understanding of the issue. The presentation of the studied material should be in line with the general logic of the topic exploration. The goal of the independent work has been achieved if a student, after performing the work, uses the material freely, can describe the core of the issue and answer the relevant questions. Every student has free access to the electronic library system and to the virtual learning environment of the Financial University during the entire period of study. The electronic library system ensures students' access to Garant legal information portal, Consultant Plus system and other legal information databases from any Internet accesspoint. The organization's electronic information system should provide:

- Access to curricula, syllabi, practical training period description, publications available in the electronic library systems and electronic learning resources specified in the curricula.
- Information on the course progress, formative assessment results, and learning outcomes achievement.

The virtual learning environment operates through the use of the appropriate ICT and is supported by the appropriately qualified employees. The learning outcomes are achieved through the use of interactive techniques and technologies with a view to ensure that the students acquire general cultural and professional competences in the learning process.

In the teaching and learning process, the following technologies are used:

- Active learning technologies (business games, trainings, discussions);
- Problem-based learning (problem-focused presentation of the material, heuristic conversation, partial search techniques and research techniques);
- Techniques that stimulate thinking (heuristic techniques);
- Collective interaction methods (cooperative learning, dialogues, etc.)

Innovative techniques can be used in parallel with the traditional and other learning technologies. At the same time, the use of modular, credit, rating systems and progress monitoring systems, as a rule, contributes to development of responsible attitudes and independence in students.



**12. List of IT resources, incl. the course software packages and information systems (as appropriate)**

- Microsoft office (Word, Excel, PowerPoint).
- Consultant Plus, Garant information systems
- Bloomberg Professional system
- SPSS Statistics (Statistical Package for the Social Sciences)
- Databases of the Federal Statistics Service of the Russian Federation, incl. the Central Statistical Data Database, Single Inter-Agency Statistical Data System, Special Data Dissemination Standard (SDDS) of the International Monetary Fund

**13. Description of the infrastructure and equipment needed for progressing in the course**

- Equipment
  - PC
  - Multimedia projector
- Software, hardware and electronic teaching aids and student knowledge monitoring systems available on the Financial University portal that can be accessed from remote access points and / or on the University premises (electronic library, computer testing programs, video lectures, teaching materials and other materials).