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

Higher School of Management

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

COURSE SYLLABUS

RESEARCH AND DEVELOPMENT

course title

Recommended by the Didactic Council for the Education Field of:

43.04.02 Tourism

field of studies / speciality code and title

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

Business Processes in Tourism and Hospitality

higher education programme profile/specialisation title

1. COURSE GOAL

The goal of Research and Development course is to develop master's students' skills of scientific communication, public speaking, independent research work necessary for the successful preparation and defence of a master's thesis. Research and Development involves introducing active forms of training master's students' professional competencies within the framework of scientific research.

2. REQUIREMENTS FOR RESEARCH AND DEVELOPMENT OUTCOMES

Mastering the Research and Development course is designed for students to acquire the following competencies (part of competencies):

Table 2.1. List of competences that students acquire when writing a research work

Competence Code	Competence Descriptor	Competence Formation Indicators (within this course)
GC-1	Able to conduct research, critical analysis of problem situations based on a systematic approach, develop an action strategy.	GC-1.5. Able to analyze ways to solve worldview problems, moral and personal character based on the use of basic philosophical ideas and categories in their historical development and socio-cultural context.
GC-4	Able to apply modern communication technologies in the state language of the Russian Federation and foreign language(s) for academic and professional interaction.	GC-4.4. Able to build a strategy of oral and written communication in Russian and foreign languages taking into account the stylistic features of official and informal letters and sociocultural differences in correspondence format; GC-4.5. Able to use dialogue for cooperation and academic communication taking into account the interlocutors' personality, their communicative speech strategy and tactics, degree of formality of the situation; GC-4.6. Able to form and argue their own assessment of the main ideas of the participants in the dialogue (discussion) in accordance with the needs of the joint activities.
GC-6	Able to identify and implement priorities for own activities and ways to improve them based on self-assessment	GC-6.1. Able to control the amount of time spent on specific activities; GC-6.2. Able to develop tools and methods of time management when performing specific tasks, projects, goals; GC-6.3. Able to analyze own resources and their limits (personal, situational, temporary, etc.) to successfully complete the task; GC-6.4. Able to distribute tasks into long-, medium- and short-term ones justifying the relevance and analysis of resources for their implementation.
GPC-2	Able to carry out strategic management of tourism	GPC-2.1. Able to carry out strategic management of tourism activities at various management levels;

	activities at various management levels	GPC-2.2. Able to use basic methods and techniques of analysis, modelling and strategic planning of tourism activities at various management levels; GPC-2.3. Able to manage the process of organizational diagnostics and organizational design of the tourism enterprise activities.
GPC-6	Able to plan and apply approaches, methods and technologies of scientific and applied research in the chosen field of professional activity	GPC-6.1. Able to plan scientific and applied research in professional activity; GPC-6.2. Able to apply approaches, methods and technologies of scientific and applied research in professional activity; GPC-6.3. Able to present the results of scientific and applied research in professional activity in the form of scientific articles and reports at scientific conferences.
PC-2	Able to manage project development, justification and implementation, introduce changes in the tourism sector	PC-2.1. Able to design objects of professional activity taking into account modern technologies and tourism innovations; PC-2.2. Able to organize, coordinate and control activities for business plan development in tourism as a technology for justifying projects and making business decisions; PC-2.3. Able to carry out resource planning for tourism projects, monitor the project implementation process, promptly identify deviations in the implementation of business plans in the tourism sector and manage activities to eliminate them.
PC-5	Able to apply scientific concepts of research and modelling to justify strategic decisions to develop the tourism sector at various management levels	PC-5.1. Able to justify the choice of scientific concepts and methods for researching and modelling tourism sector development; PC-5.2. Able to conduct pre-project analysis using modern scientific research methods; PC-5.3. Able to conduct research and model tourism services market development, justify strategic decisions to develop tourism enterprises.
PC-9	Able to apply international experience in managing resources and quality of services of tourism organizations	PC-9.1. Able to develop management decisions based on objective results of analysis of international experience in the activities of tourism organizations.

3. RESEARCH AND DEVELOPMENT IN HIGHER EDUCATION PROGRAMME STRUCTURE

Research and Development refers to the variable component of B2 block of the higher educational programme curriculum.

Within the higher education programme students also master other disciplines (modules) and / or internships that contribute to the achievement of the expected learning

outcomes for the Research and Development course.

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

Competence Code	Competence Descriptor	Previous Courses/Modules, Internships*	Subsequent Courses/Modules, Internships*
GC-1	Able to conduct research, critical analysis of problem situations based on a systematic approach, develop an action strategy.	• Business Intelligence and Data Analysis	• Preparing for defence and defending a graduation thesis
GC-4	Able to apply modern communication technologies in the state language of the Russian Federation and foreign language(s) for academic and professional interaction.	• Foreign Language for Business and Professional Communication	• Preparing for defence and defending a graduation thesis
GC-6	Able to identify and implement priorities for own activities and ways to improve them based on self-assessment	No	• Pre-Graduation Internship • Preparing for defence and defending a graduation thesis
GPC-2	Able to carry out strategic management of tourism activities at various management levels	• Organizing Project Activities in Tourism	• Pre-Graduation Internship • Preparing for defence and defending a graduation thesis
GPC-6	Able to plan and apply approaches, methods and technologies of scientific and applied research in the chosen field of professional activity	• Business Intelligence and Data Analysis	• Preparing for defence and defending a graduation thesis
PC-2	Able to manage the development, justification and implementation of projects, introduce changes in the tourism sector	• Organizing Project Activities	• Pre-graduation internship • Preparing for defence and defending a graduation thesis
GPC-6	Able to plan and apply approaches, methods and technologies of scientific and applied research in the chosen field of professional activity	• Business Intelligence and Data Analysis	• Preparing for defence and defending a graduation thesis
PC-9	Able to apply international experience in managing resources and quality of	• International Marketing in Tourism and Hospitality	• Pre-graduation internship

services of tourism organizations	<ul style="list-style-type: none"> • Tourist Market Economics • Hospitality Industry Economy • Organizing Project Activities 	<ul style="list-style-type: none"> • Preparing for defence procedure and defending a graduation thesis
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*- filled in accordance with the competence matrix of the higher education programme

4. RESEARCH AND DEVELOPMENT WORKLOAD

The total workload of the Research and Development course is 24 credits (864 academic hours).

5. CONTENTS OF RESEARCH AND DEVELOPMENT

*Table 5.1. Contents of Research and Development**

Course Module Title	Course Module Topics	Workload, academic hours
Module 1. Introductory Module	Selecting scientific literature on theoretical and methodological aspects of the research topic	72
	Critical review of the existing approaches, theories and concepts on the selected research topic	72
Module 2. Main Module	Describing organizational methods in the process of research and development	108
	Describing events and activities when completing research and development	108
	Describing knowledge, abilities, skills (competencies) acquired by the trainee when conducting research and development	432
	Characteristics of information and software products used in research and development	36
Module 3. Concluding Module	Summing up research and development results.	9
	Writing a report on Research and Development.	9
	Preparaing a research report	9
	Preparing for defence and defending the report on Research and Development	9
	TOTAL:	864

* - the research and development contents BY sections and kinds of training are reflected IN FULL in the student's report on research and development.

6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

Research and Development of a master's student takes place in the structural divisions of an educational organization, or on the premises of actually operating enterprises in the tourism industry, in executive authorities in tourism, which are fully equipped with the necessary equipment, and also comply with safety requirements when conducting research and development.

Students who are undergoing an internship are required to comply with the requirements of local regulations: internal labor regulations, instructions on labor protection, fire and electrical safety at the enterprise or institution.

7. WAYS TO CONDUCT RESEARCH AND DEVELOPMENT

The Research and Development is conducted as a fixed-site internship. Research and Development is carried out permanently either in the structures of departments of an educational organization, or at enterprises and institutions in the tourism sector in accordance with the educational trajectory chosen by a master's student and the topic of their master's thesis. Research and Development is carried out discretely without interrupting the main educational work of master's students and concentrated within the framework of the main educational process.

8. RESOURCES RECOMMENDED FOR RESEARCH AND DEVELOPMENT

Laws and Regulations:

1. Federal Law No. 132-FZ dated 24 November 1996 "On Fundamentals of Tourism Activities in the Russian Federation" (latest edition) <https://fzrf.su/zakon/obnovah-turistskoj-deyatelnosti-132-fz/>
2. Strategy for Tourism Development in the Russian Federation until 2035 <http://government.ru/docs/37906/>
3. Civil Code of the Russian Federation, Part One of 30 November 1994 No. 51-// SZ RF. – 1994. – No. 32. – Art. 3301
4. Labor Code of the Russian Federation No. 197-FZ dated 30 December 2001 // SZ RF. – 2002. – No. 1 (Part 1). – Art. 3.
5. Law of the Russian Federation No. 2300-1 dated 02/07/1992 (latest edition) "On Protection of Consumer Rights".
6. Federal Law No. 294-FZ dated 26 December 2008 "On Protection of Rights of Legal Entities and Individual Entrepreneurs in Exercising State Control (Supervision) and Municipal Control" (latest edition).
7. Decree of the Government of the Russian Federation No. 1085 dated 9 October 2015 (as amended on 18 July 2019) "On Approving Rules for Providing Hotel Services in the Russian Federation."
8. Decree of the Government of the Russian Federation No. 447 dated 14 April 2017 "On Approving Requirements for Anti-Terrorism Security of Hotels and Other Accommodation Facilities and Safety Passport Form for These Facilities."
9. Order of the Ministry of Culture of Russia No. 1215 dated 11 July 2014 "On Approving Procedure for Classifying Tourism Industry Objects, Including Hotels and Other Accommodation Facilities, Ski Slopes and Beaches, Carried Out by Accredited Organizations."

Main Readings:

1. A Geography of Unconventional Tourist Mobility: New Approaches and Methodologies. – Edited by A. Irimiás, D. Timothy, G. Michalkó. – Basel: MDPI, 2023. – 220 p. – ISBN 9783036572420, 9783036572437. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/100057>
2. Applied Pedagogies for Higher Education / Edited by D. Morley, Md Jamil. – Berlin: Springer Nature, 2021. – 415 p. – DOI 10.1007/978-3-030-46951-1. - Text:

electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/30980>

3. Brand Management / Edited by F. Pollák, P. Markovič. – London: IntechOpen, 2022. – 100 p. – ISBN 9781803560007, 9781803559995, 9781803560014. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/97208>

4. Corporate Finance, Governance, and Social Responsibility / S.C. Gherghina. – Basel: MDPI, 2023. – 534 p. – ISBN 9783036580920, 9783036580937. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/112435>

5. Digital Business Models / S. Ronteau, L. Muzellec, D. Saxena, D. Trabucchi. – Berlin: De Gruyter, 2022. – 182 p. – ISBN 9783110762556, 9783110762419, 9783110762594. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/96546>

6. Embracing Online Pedagogy: The New Normal for Higher Education / Edited by S. Fan, Y. Yang, S. Fraser. – Basel: MDPI, 2023. – 198 p. – ISBN 9783036586229, 9783036586236. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/114012>

7. Future Challenges in the Framework of Integrated and Sustainable Environmental Planning / Edited by S. Veintimilla, A. Tomás. – Basel: MDPI, 2023. – 404 p. – ISBN 9783036573809, 9783036573816. Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/100797>

8. Models and Theories. A Philosophical Inquiry / R. Frigg. – Abingdon: Taylor & Francis, 2022. – 508 p. – ISBN 9781000609530, 9781844654918, 9781844654901, 9781003285106. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/90498>

9. Pedraza R. Introduction to Impossible Probability, Statistics of Probability or Probabilistic Statistics. VOL 10 [Электронный ресурс] 2025. URL: <https://philpapers.org/rec/PEDITI-10>

10. Project Management in the Digital economy: Textbook [Электронный ресурс] / Britchenko Igor [и др.]. 2025. URL: <https://philpapers.org/rec/BRIPMI>.

11. Reconfiguration of Business Models and Ecosystems. Decoupling and Resilience / Edited by Svetla T. Marinova, Marin A. Marinov. – New York: Routledge, 2023. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/99497>

12. Situating Data : Inquiries in Algorithmic Culture [Электронный ресурс] / Karin Es [и др.]. 2025. ISBN 9781041186168 URL: <https://search.ebscohost.com/login.aspx?direct=true&db=e001mww&AN=4325179&site=eds-live>

13. Tourism Economics / Edited by A. Panasiuk. – Basel: MDPI, 2023. – 176 p. – ISBN 9783036560458, 9783036560465. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/96710>

Additional Readings:

1. Abraham Pizam and Yoel Mansfeld. Toward a Theory of Tourism Security (Tourism, Security and Safety: From Theory to Practice) pp 1-28 <https://booksite.elsevier.com/samplechapters/9780750678988/9780750678797.PDF>

2. Anderson, W. & Westcott, M. (Eds.). (2021). Introduction to tourism and hospitality in B.C (2nd ed.). BCcampus. <https://opentextbc.ca/introtourism2e/>
3. Encyclopedia of Tourism Management and Marketing. Dimitrios Buhalis. 2022. 3528p. <https://www.e-elgar.com/shop/gbp/encyclopedia-of-tourism-management-and-marketing-9781800377479.html>
4. Eues, M. (2021). Tourism should be banned in order to protect local environments, cultures and economies.” Tourism Should Be Banned in Order to Protect Local Environments, Cultures and Economies.”
5. Guidelines to Hotel and Leisure Project Financing (English version). Published: 1991 Pages: 13. eISBN: 978-92-844-1089-7
6. John Maleyeff. A Guide to Improving Business Processes. New York, Routledge, 2022, eBook ISBN9781003199014, DOI <https://doi.org/10.4324/9781003199014>
7. Marina Miceli - Manage your hospitality business. Types of Tourism: All the Tips You Need to Attract Travellers in 2023 (17 May, 2023) <https://amenitiz.com/en/blog/what-are-the-different-types-of-tourism/>
8. Practical Guidelines for Integrated Quality Management in Tourism Destinations – Concepts, Implementation and Tools for Destination Management Organizations. Published: February 2017 Pages: 136. eISBN: 978-92-844-1798-8 | ISBN: 978-92-844-1797-1 <https://www.e-unwto.org/doi/book/10.18111/9789284417988>
9. Quality Control. Intelligent Manufacturing, Robust Design and Charts / Edited by P. Li, P. Pereira, H. Navas. – London: IntechOpen, 2021. – ISBN 9781839624988, 9781839624971, 9781839624995. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/67906>
10. Research Ethics for Students in the Social Sciences / J. Bos. – Berlin: Springer Nature, 2020. – 287 p. – DOI 10.1007/978-3-030-48415-6. – Text: electronic // Lan: electronic library system. – URL: <https://directory.doabooks.org/handle/20.500.12854/36423>
11. Roland T. Rust, Richard Oliver. Service Quality: New Directions in Theory and Practice. SAGE Publications, Inc., 2012, Print ISBN:9780803949195, Online ISBN:9781452229102
12. Stavros Andriopoulos 31.05.2021 Travel & tourism law: What you need to know in 2021 <https://www.traveldailynews.com/column/featured-articles/travel-tourism-law-what-you-need-to-know-in-2021/>
13. TERRITORIAL STRUCTURE OF INBOUND AND DOMESTIC TOURISM IN THE BALTIC STATES, Aleksandrova, A. Y., Krasavtsev, I. V., 2023 https://balticregion.kantiana.ru/upload/iblock/03a/7_120-138.pdf
14. The regulation of tourism activity in Europe https://single-market-economy.ec.europa.eu/sectors/tourism/eu-funding-and-businesses/business-portal/understanding-legislation/regulation-tourism-activity-europe_en
15. Tourism for Development. Vol 1. WTO, 2023, eISBN: 978-92-844-1972-2 | ISBN: 978-92-844-19 Supporting Jobs and Economies through Travel & Tourism – A Call for Action to Mitigate the Socio-Economic Impact of COVID-19 and Accelerate Recovery, World Tourism Organization 2020, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284421633>
16. Tourism: The Business of Hospitality and Travel, 6th Edition (2018) (https://sanet.st/blogs/mgbook/tourism_the_business_of_hospitality_and_travel_th_edition.2976914.html)

17. Van Mari Buslon, Grayfield T. Bajao, Rene D. Osorno. Quality Service Management in Tourism and Hospitality. 2023. 124 p. <https://www.wisemansbookstrading.com/product/quality-service-management-in-tourism-and-hospitality/>

18. World Tourism Organization (2023), Achieving the Sustainable Development Goals through Tourism – Toolkit of Indicators for Projects (TIPs), UNWTO, Madrid, <https://doi.org/10.18111/9789284424344>

Journals:

1. Bulletin of foreign and commercial information.
2. Modern Problems of Service and Tourism scientific and practical journal.
3. Business world. Tourism and Recreation.
4. Bulletin of the National Academy of Tourism.
5. Bulletin of the Association of Universities of Tourism and Service.
6. Customs Bulletin.
7. Economics and Life.
8. Tourism: Law and Economics.
9. Tourism: Practice, Problems, Prospects.
10. National Geographic Traveler.
11. Journal of Travel Research.
12. Journal of Vacation Marketing.
13. Forbes Travel.
14. Business World.
15. Kommersant.
16. Tourinfo magazine.
17. Five Stars magazine.
18. Modern Hotel magazine.
19. Marketing in Russia and Abroad magazine.
20. Harvard Business Review - Russia.
21. HoReCa online newspaper.
22. Hotel and Restaurant: BUSINESS AND MANAGEMENT magazine.

Internet Resources:

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

<http://docs.cntd.ru/>

- Yandex search engine [https:// www.yandex.ru/](https://www.yandex.ru/)
- <http://elibrary.ru/defaultx.asp> - scientific electronic library: electronic versions of journal articles
- <http://www.russiatourism.ru> – official website of the Federal Agency for Tourism of the Russian Federation
- <http://www.mos.ru> – official website of the Tourism Committee of the Government of Moscow
- <http://www.all-hotels.ru/> - all hotels of Moscow and Russia, description, telephones, booking services
- www.wto.ru
- www.unwto.org/index.php
- www.wlant-consult.ru
- www.rostourunion.ru/
- www.tpnews.ru/
- www.russiatourism.ru/
- www.customs.ru
- www.mineral.ru
- www.epp.eurostat.ec.europa.eu
- www.faostat.fao.org
- www.igc.int
- www.intracen.org
- www.fas.usda.gov
- www.gks.ru
- www.mintrans.ru
- www.tourbus.ru
- www.tourgrad.ru
- www.passperevozki.ru
- www.rzd.ru
- <http://rucont.ru/> - ELS "Rucont"
- <http://ruafisha.ru/%D1%> - Ranking of the best event agencies and managers of Moscow.

*Educational and methodological materials for Research and Development, preparation of a report on “Research and Development” *:*

1. Guidelines for organizing master’s research and development.
3. Guidelines for preparing a report on Research and Development.

*The training toolkit and guidelines for Research and Development are placed on the Research and Development page in the university Telecommunication Training and Information System under the set procedure!

8. ASSESSMENT TOOLKIT AND GRADING SYSTEM FOR EVALUATION OF STUDENTS’ COMPETENCES LEVEL UPON COURSE COMPLETION

The assessment toolkit and the grading system for assessing the level of competences (part of competences) formation based on the results of mastering the

Research and Development course are presented in the Appendix to this Course Syllabus.

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

DEVELOPERS:

Head of the Department of Tourism and Service		H.A. Konstantinidi
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Professor, Department of Tourism and Service		E.S. Bogomolova
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