

"Kazakh University of Technology and Business named after K.Kulazhanov" JSC

EDUCATIONAL PROGRAM

7M04102 – Business and Management in Tourism and HoReCa

Code and title of the educational program

Level: Master's degree (profile track)

Approved

by the Board of Directors of KazUTB
named after K. Kulazhanov JSC

on 18.03 2026, Minutes No. 4

Recommended

by the Academic Council
of K. Kulazhanov KazUTB JSC

on 18.03 2026, Minutes No. 7

Astana – 2026

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CONTENT

Preface	3
Approval sheet	4
1 Passport of the educational program	5
2 Qualification characteristics of a graduate of an educational program	5
3 Requirements for the content of the educational program	6
4 Competency map of the educational program	7
5 Learning outcomes of the educational program and modules	8
6 The relationship between the attainability of the formed learning outcomes according to the educational program and academic disciplines	11
7 Alignment of planned learning outcomes with assessment technologies and teaching methods within the module	13
8 Correlation of learning outcomes of the educational program with the labor functions of professional standards (if any)	14
9 Graduate model	16
10 Typical curriculum (appendix to the OP)	17
11 Expert opinion	19

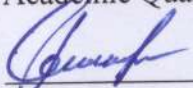
FOREWORD

The 7M04102 - «Business and management in tourism and HoReCa» educational programme has been developed in accordance with the requirements of the State Compulsory Standard for Higher and Postgraduate Education, approved by order of the Minister of Science and Higher Education of the Republic of Kazakhstan dated 20 July 2022 (amendments and additions dated 4 March 2025); The Professional Standard of the National Chamber of Entrepreneurs of the Republic of Kazakhstan «Atameken»: «Hotel Management» dated 6 December 2022, No. 224 (Appendix 63), Atlas of New Professions and Competencies of the Republic of Kazakhstan (Predictive Analytics Specialist).

The 7M04102 - «Business and management in tourism and HoReCa» educational programme was approved at the meeting of the Academic Quality Council on 22 01 2026, Minutes No. 3.

Chairman

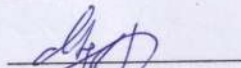
E.B. Askarbekov
Full name


Signature

The 7M04102 - «Business and management in tourism and HoReCa» educational programme was approved at the meeting of the Commission on Academic Quality of the Faculty on "12" 12 2025, protocol No. 4.

Chairman

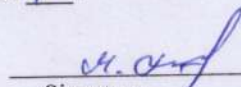
M. Makysh
Full name


Signature

The 7M04102 - «Business and management in tourism and HoReCa» educational programme was developed and discussed at the meeting of the "Tourism and Services" department dated "29" 11 2025, protocol No. 4.

Head of Department

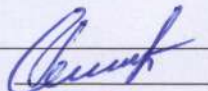
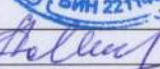
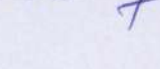
A. Zhunusova
Full name


Signature

Approval sheet

7M04102 – «Business and Management in Tourism and HoReCa» educational program

AGREED:

Vice-Rector for Administrative Affairs		E. Askarbekov	"22" 01 2026 year
Head of Educational Programs Department	 	B. Bayadilova	"22" 01 2026 year
President of the Association of Tour Operators of the Republic of Kazakhstan, PhD	 	I. Rey	"21" 11 2025 year
Director of the corporate fund "Touristik Kamkor", Doctor PhD	 	A. Yessilov	"21" 11 2025 year
Director of the Zhumbaktas Hotel and Restaurant Complex, Viradelis LLP	 	S. Zhaksylykova	"21" 11 2025 year
Head of the Human Resources Department of the Rixos hotel and restaurant complex	 	A. Sultanova	" " May 2026 year
General Director of DS Travel LLP	 	D. Alimbekova	"21" 11 2025 year
Student 4th year, Restaurant and Hotel Business		M. Madinova	"21" 11 2025 year

1 Passport of the educational program

Level according to the International Standard Classification of Education (ISCED)	7
Level under the National Qualifications Framework (NQF)	7
Level within the Sectoral Qualifications Framework (SQF)	7
Code and name of the field of education	7M04 Business, Management and Law
Field of study	7M041 Business and Management
Number and name of the group of study programmes	M072 Management
Code and name of the business entity	7M04102 Business and Management in Tourism and HoReCa
Project Profile	Profile
Project Objective	Training practice-oriented specialists capable of effectively managing the operational and project activities of organizations in the tourism and HoReCa industries by implementing modern innovative tools.
Project Completion Criteria	At least 60 academic credits, covering all aspects of the Master's student's academic work
Language of instruction for the programme	Kazakh, Russian, English
Key features of the OP	-
Partner university	Antalya Bilim University

2 Qualification characteristics of a graduate of an educational program

Awarded degree	Master of Science in the educational program 7M04101- Business and Management in Tourism and HoReCa
Field (area) of professional activity	– Social, economic, industrial, scientific research
Types of professional activity	– organizational and managerial – communication – research – project-based – service-based

	– expert-based
Object of professional activity	- Government agencies involved in the hotel and tourism industries (ministries, akimats, their regional branches and agencies); - State and private companies in the tourism and HoReCa sectors - The service sector, catering companies (restaurants, hotels, and other entities); научно-исследовательские организации, занимающиеся изучением проблем туризма и гостеприимства; – Educational institutions training mid-level specialists in tourism and HoReCa; – Advertising agencies promoting tourism, restaurant, and hotel services to domestic and international markets; – Information resources and systems, automated information systems and technologies, etc.
Functions of professional activity (labor functions)	– Organize highly effective customer service; – Participate in resolving organizational and strategic issues; – Create comfortable conditions for stays in hotels and tourist complexes; – Consult consumers on the services provided; – Monitor the quality of services provided; – Monitor customer placement; manage conflicts and stress in professional activities; – Review complaints and take measures to prevent them; – Monitor staff performance, ensure cleanliness and order in restaurants, hotels, and tourist complexes, and ensure compliance with occupational health and safety regulations and industrial sanitation and hygiene requirements; and utilize these in modern society.

3 Requirements for the content of the curriculum

Names of modules and subjects	Workload in academic credits
Cycle of basic disciplines (BD)	10
University component (UC):	6
Optional component (OC)	4
Cycle of major disciplines (MD)	29
University component (UC)	5
Optional component (OC)	10
Industrial practicum	14
Experimental research work of a master's student, including intership and master's project	13
Final Assessment (FA):	
Preparation and defence of the Master's thesis (P&D)	8
Preparation and defence of the Master's thesis (P&D)	8
Total	60

4 Competency map of the educational program « 7M04102 – Business and Management in Tourism and HoReCa»

Competence map of the educational program	Learning outcome code	Learning Outcome (according to Bloom's Taxonomy)
Soft skills	LO1	Implements business and professional communication skills in a foreign language for effective interaction in a cross-cultural environment of tourism and hospitality.
	LO2	Uses leadership skills and management competencies when making decisions in conditions of uncertainty and global .
	LO3	Justifies strategies for developing territorial and structural systems of tourism heritage through the integration of classical and service management principles for effective management of a destination's value potential.
Digital skills	LO4	Uses digital tools and systematic thinking to analyze data, personalize services, and implement . marketing and management strategies .
(Hard skills)	LO5	Implements economic analysis methods and business analytics tools to develop yield management strategies and justify key decisions .

5 Learning Outcomes of the Educational Program and Modules

Key competencies	Learning Outcomes (LO) for the educational program	Module Name	Learning outcomes for the module	Name of disciplines that form learning outcomes
Softskills	LO1. Implements business and professional communication skills in a foreign language for effective interaction in a cross-cultural environment of tourism and hospitality	Module Basic Disciplines	Integrates foreign languages into professional communication, conveying international service standards in tourism and hospitality.	Foreign language (professional)
	LO2. Uses leadership skills and management competencies when making decisions in conditions of uncertainty and global .	Module Basic Disciplines	Designs the implementation of optimal management decisions aimed at improving business processes and achieving the organization's goals.	Advanced management
	LO3. Justifies strategies for developing territorial and structural systems of tourism heritage through the integration of classical and service management principles for effective management of a destination's value potential.	Module Digital Technologies, Territorial Structures, and Service Management	Designs a corporate service culture aimed at developing customer-centric behavior among staff.	Service management

Digital skills	LO4. Uses digital tools and systematic thinking to analyze data, personalize services, and implement marketing and management strategies .	Module Digital Technologies, Territorial Structures, and Service Management	Implements modern software solutions in operational activities to automate the organization's business processes.	Information technology and automation in tourism and HoReCa
	LO5. Implements economic analysis methods and business analytics tools to develop yield management strategies and justify key decisions .	Module Marketing Research and Analytics	Interprets business analytics data to inform and support management decisions.	Data analysis in company management
			Integrates economic analysis methods into the revenue management system to ensure the company's financial stability and profitability.	Economic analysis and revenue management
Hardskills	LO4 Uses digital tools and systematic thinking to analyze data, personalize services, and implement marketing and management strategies .	Module Marketing Research and Analytics	Designs marketing strategies to justify and implement long-term management decisions.	Marketing strategies in the HoReCa and tourism industries
		Module Marketing Research and Analytics	Critically evaluates the results of marketing research, integrating the results of consumer behavior into the system of creating value for the client.	Marketing research and consumer analysis
	LO5 Implements economic analysis methods and business analytics tools to develop yield management strategies and justify key decisions.	Module Marketing Research and Analytics	Integrates economic analysis methods into the revenue management system to ensure the company's financial stability and profitability.	Economic analysis and revenue management

		Module Marketing Research and Analytics	Interprets business analytics data to support and inform management decisions.	Data analysis in company management
LO 3. Justifies strategies for developing territorial and structural systems of tourism heritage through the integration of classical and service management principles for effective management of a destination's value potential.		Module Digital Technologies, Territorial Structures, and Service Management	Designs tourism systems based on cultural and natural heritage to develop competitive destinations.	Territorial and structural systems of tourist heritage
		Module Digital Technologies, Territorial Structures, and Service Management	Designs an organization's digital ecosystem to optimize customer interactions and improve resource management efficiency.	Information technology and automation in tourism and HoReCa
	LO4. Uses digital tools and systematic thinking to analyze data, personalize services, and implement marketing and management strategies .	Module Digital Technologies, Territorial Structures, and Service Management	Models service processes to optimize costs and ensure the organization's quality standards	Service management

6 The relationship between the attainability of the formed learning outcomes according to the educational program and academic disciplines

№	Name of the discipline	Brief description of the discipline	Number of credits	Formed learning outcomes (codes)				
				LO1	LO2	LO3	LO4	LO5
Cycle of general education disciplines								
University component/Elective component								
1	Foreign Language (Professional)	The discipline is aimed at developing academic communication and intercultural interaction in a global environment. In the course of study, the master's student systematizes specialized information from foreign sources and engages in professional interaction in a foreign language. This enables the effective resolution of production tasks, the preparation of reporting documentation, and the presentation of work results to partners, thereby enhancing the specialist's competitiveness at an international level..	3	+				
2	Advanced Management	The discipline is aimed at developing systemic managerial competencies and leadership potential for organizational management. The curriculum covers the development of leadership influence, the substantiation of strategic business priorities, and the modeling of adaptive management structures. Students apply leadership skills and managerial competencies when making decisions under conditions of uncertainty, risk, and global competition .	3		+			
3	Marketing Strategies in the HoReCa and Tourism Industries	The aim of the discipline is to develop skills in strategic positioning and brand promotion to ensure business profitability. The course develops strategic planning and marketing decision-making skills. Students master the digital marketing tools necessary to implement effective strategies, create a positive image, and increase the competitiveness of businesses in the hospitality industry..	4				+	

4	Marketing Research and Consumer Analysis	The aim of the discipline is to master the tools for collecting and analyzing data on customer behavior in order to justify management decisions and develop personalized offers. The discipline develops skills in developing research plans and working with information. Students master consumer research methods necessary for solving practical problems and improving the effectiveness of marketing activities in the hospitality industry	4						+	
Cycle of Major Disciplines										
University Component / Elective Component										
5	Economic Analysis and Revenue Management	The aim of the discipline is to master the methodology of economic analysis and revenue management tools to optimize pricing and maximize operating profit. The discipline develops skills in financial modeling and the use of analytical data in management. Students master the methods of optimizing activities necessary for making informed management decisions and ensuring sustainable growth of the enterprise's income..	5						+	+
6	Data Analysis in Company Management	The aim of the discipline is to develop skills in collecting, processing, and visualizing business data to identify hidden opportunities, predict risks, and justify management strategies. The discipline develops the ability to apply statistical modeling methods. Students master the analytical tools necessary for forecasting key performance indicators and making accurate data-driven management decisions..	5						+	+
7	Information Technology and Automation in Tourism and HoReCa	The aim of the discipline is to study and apply modern information systems to optimize the work of tourism and HoReCa enterprises. The discipline develops skills in the implementation of technological automation processes. Students acquire competencies in the analysis and improvement of business models using innovative tools necessary for improving operational efficiency and digital transformation in the hospitality industry.	5						+	
8	Territorial and Structural Systems of Tourist Heritage	The aim of the discipline is to develop a systematic understanding of the spatial organization of resources and their role in regional development. The course develops skills in modeling tourist destinations and designing models for integrating heritage sites into the modern industry. Students master the tools of structural analysis of territories necessary for the effective management of cultural and natural potential..	5					+		

9	Service Management	The aim of the discipline is to develop the strategic vision and analytical skills necessary for the effective management of service organizations. The discipline develops skills in process optimization and the application of financial methods of activity analysis. Students master digital technologies to improve customer interaction, ensure high quality service, and sustainable business development..	5			+		
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7 Alignment of planned learning outcomes with assessment technologies and teaching methods within the module

Learning Outcomes (LO) Number	Planned learning outcomes for the module	Assessment technologies (tools)	Methods of learning and teaching
LO1	Demonstrates ability to communicate verbally and in writing in a foreign language for professional communication	Abstract, presentation, survey, test assignments, grammar and vocabulary testing, self-assessment, review.	Group work. Situational games, text analysis and translation, debates, discussions, storytelling
LO 2	Carries out effective management within the framework of professional activities, based on management tools and taking into account intercultural characteristics	Abstract, presentation, survey, colloquium, test assignments, research, creative, independent and test work.	Brainstorming, round table, discussion, debate, business and/or role-playing game, multi-level tasks, SMART goals.
LO 3	Implements digital solutions and service models in the management of territorial systems.	Colloquium, business and/or role-playing game, case study, research work, creative and independent work, method.	Problem-solving method, discussion, work in small groups, brainstorming method, question-answer method.
LO 4	Develops and implements marketing and financial strategies in hospitality based on analytics and experimental research	Analytical review of scientific literature, case studies, project defense.	Analysis of specific situations (case study), brainstorming, creative work, "questions-answers-discussion" format.

LO 5	Demonstrates skills in independent scientific research and practice-oriented solutions, followed by the defense of a master's project	Defense of a master's thesis, analysis of scientific articles, research report.	Seminars and discussions, analysis of scientific articles, individual consultations, project method.
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8 Correlation of learning outcomes of the educational program with the labor functions of professional standards (if any)

Name of the professional standards used	Professions at level 7 of the SQF	Labor functions	Tasks	Learning outcomes for the educational program
Professional standard: "Hotel Management" dated 06.12.2022	Executive Director of a hotel establishment	Job Function 1: Management of the day-to-day activities of employees of the hotel complex's departments and services	Task 1: Managing the day-to-day activities of hotel staff	LO1. Implements business and professional communication skills in a foreign language for effective interaction in a cross-cultural environment of tourism and hospitality LO2. Uses leadership skills and management competencies when making decisions in conditions of uncertainty and global.
			Task 2: Resource management for departments (services, divisions) of a hotel complex	LO5. Implements economic analysis methods and business analytics tools to develop yield management strategies and justify key decisions
		Job Function 2:	Task 1:	LO4. Uses digital tools and systematic thinking to analyze data, personalize services, and implement marketing and management strategies.

	Managing the day-to-day operations of departments (services, divisions) of the hotel complex	Engaging with consumers and stakeholders	LO5. Implements economic analysis methods and business analytics tools to develop yield management strategies and justify key decisions
	Job Function 3: Strategic Management of Hotel Complex Development	Task 1: Analysis and evaluation of the hotel complex's activities Task 2. Development and implementation of a hotel complex development strategy Task 3. Project and change management in the hotel complex development of the hotel complex	LO3. Justifies strategies for developing territorial and structural systems of tourism heritage through the integration of classical and service management principles for effective management of a destination's value potential LO4. Uses digital tools and systematic thinking to analyze data, personalize services, and implement marketing and management strategies.
Requirements for personal competencies	Possess external and internal charm, the ability to think quickly, be well-mannered, honest, decent, polite, tolerant, sociable, stress-resistant, patient, diligent, hardworking, and know the basics of ethics and etiquette.		

9 Graduate model

GRADUATE MODEL			
Professional Standards: Professional Standard: "Hotel Management" (dated December 6, 2022); Atlas of New Professions and Competencies in the Republic of Kazakhstan (Predictive Analytics Specialist)	Competencies (soft skills, digital skills)		
	Attributes of a graduate	Knowledge	Skills
	A strategic leader in the hospitality industry. A specialist with systems thinking, capable of managing business processes in an environment of uncertainty and digital transformation.	International and national standards (ST RK); HoReCa economics and financial analysis; Risk management methodology; Legal regulation and HR strategies; Cross-cultural communications; Business ethics.	Managing operational processes for all departments (Front Office, Housekeeping, F&B); Conflict resolution, personnel management, and negotiation in Kazakh, Russian, and English; Working with specialized software (Opera, Fidelio, or similar); Using Big Data for analytics and neural networks to personalize service.
	Professional skills (hard skills)		
	• Coordinating the work of all departments (Front Office, Housekeeping, F&B) and ensuring compliance with service standards; • Budgeting, expense control, feasibility study development, and business performance analysis skills; • Identifying risk factors and causes, developing risk matrices and strategies to minimize operational and reputational threats; • Human resource management, developing incentive systems, and monitoring employee KPI performance. • Analysis of company performance, risks, and opportunities, and strategies for overcoming the crisis.		

Code and Name of the educational gram: 7M04102- Business and Management in Tourism and HoReCa

Типичный учебный план																							
Модульдың № / № модуля / Module №		Пәндердің № / № дисциплины / Discipline №	Оқы пәндерінің циклы (милеттік компоненті / таңдау компоненті) /Цикл учебных дисциплин (обязательный компонент / тапталу компоненті)	Оқы пәндерінің коды Educational discipline code	Семестр / semester	Кредиттер саны Количество кредитов	Күрестік жұмыс (жоба) Курсовый проект	Барлық сағ. / Барлық аудит. сағ. Total hours / Total classroom hours	Барлық аудит. сағ. Total classroom hours	Д / JK / Lec	СТЖ / СТЗ / SPL	ЖС / ЛЗ / LC	ОБЖ / СРОП / IWS		БАЖ / СРО / IWS		Семестр бойынша бөлу Распределение по семестрам Distribution by semesters				Оқыту тілі (үш тілде білім беру бағдарламасы бойынша: оқыту тілінде, екінші тілде, ағылшын тілінде) / Язык обучения (для программ трехязычного образования: на языке обучения, на втором языке, на английском языке) Language of education (for trilingual education programs: in the language learning, in the second language, in English)		
1	2	3	4	5	6	7	8	9	10	11	12	1	14	15	16	17	18	19	20	21	22	23	
Базалық пәндер модулі / Модуль базовых дисциплин / Basic disciplines module																				26			
Модуль / Module № 1	1	Шет тілі (кәсіби) Иностранный язык (профессиональный) Foreign language (professional)	БП (ЖК) БД (БК) BS (UC)	ҮҮа (P) 5202-26 ҮҮа (P) 5202-26 ҮҮа (P) 5202-26	1	3		90	30		30		15	45	1								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	2	Жетілдірілген менеджмент Продвинутый менеджмент Advanced management	БП (ЖК) БД (БК) BS (UC)	PM 5203-26 PM 5203-26 PM 5203-26	1	3		90	30		15		15	45	1								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
Барлығы модуль бойынша / Итого по модулю / Total for module																							
Модуль / Module № 2	2					6		180	60	15	45		30	90									Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
Модуль / Module № 1	1	HoReCa және туризм салаларындағы маркетингтік стратегиялар/ Маркетинговые стратегии в индустрии HoReCa и туризма/ Marketing strategies in the HoReCa and tourism industries	БП (ТК) БД (КВ) BS (ES)	MSIG5304-26 MSIG5304-26 MSIG5304-26	1	4		120	45	30	15		15	60	1								Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option

2	Маркетингтік зерттеулер және тұтынушыларды талдау/Маркетинговые исследования и анализ потребителей/Marketing research and consumer analysis		MIAP5304-26 MIAP5304-26 MIAP5304-26																Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	3	Экономикалық талдау және кірістерді басқару/Экономический анализ и управление доходами/ Economic analysis and revenue management	БЕП (ТК) ПД (КВ) AS (ES)	1	5	150	45	30	15	15	90	1							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
	4	Кәсіпорын менеджментіндегі мәліметтерді талдау/Анализ данных в управлении компании/ Data analysis in company management	ADUC 5305-26 ADUC 5305-26 ADUC 5305-26																Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
5	Магистранттың эксперименттік зерттеу жұмысы/Экспериментально-исследовательская работа магистранта (ЭИРМ)/Experimental and research work of a master's student	ҒЗЖ (ЖК) НИР (ВК) RW (UC)	EIRM 1-26 (UA) EIRM 1-26 (UA) EIRM 1-26 (UA)	1	5	150	0					1							Білім алушының таңдауы бойынша/ По выбору обучающегося/ By student's option
					14	420	90	60	30	30	150								
Module / Module № 3																			
1	Туризмдегі ақпараттық технологиялар және автоматтандыру және HoReCa/Информационные технологии и автоматизация в туризме и HoReCa/ Information technology and automation in tourism and HoReCa	БЕП (ЖК) ПД (ВК) AS (UC)	ITATHS306-26 ITATHS306-26 ITATHS306-26	1	5	150	45	30	15	15	90	1							
	2	Туристік мұраның аумақтық құрылымдық жүйелері/Территориально-структурные системы туристского наследия/ Territorial and structural systems of tourist heritage	БЕП (ТК) ПД (КВ) AS (ES)	TSSTN 5307-26 TSSTN 5307-26 TSSTN 5307-26	1	5	150	45	30	15	90	1							
3	Сервистік Менеджмент/Сервисный менеджмент/Service management		SM 5307-26 SM 5307-26 SM 5307-26																
	4	Өндірістік тәжірибе/Производственная практика/Manufacturing practice	БЕП (ЖК) ПД (ВК) AS (UC)	PP5308-26 PP 5308-26 PP 5308-26	2	14	420	0				2							

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EXPERT OPINION
for the educational program of JSC "Kazakh University of Technology and
Business named after K. Kulazhanov"
7M04102- Business and Management in Tourism and HoReCa
in the area of training
7M041-Business and Management

Name of the educational organization/enterprise partner in the development of the educational program: President Hotel LLP, Astana.

General characteristics of the educational program: Educational program 7M04102- "Business and Management in Tourism and HoReCa" was developed based on the State Mandatory Standard of the Ministry of Science and Higher Education of the Republic of Kazakhstan, dated July 20, 2022, taking into account labor market requirements. The educational program has clearly defined goals and objectives aligned with the university's mission.

The goal of the educational program is to train practice-oriented specialists capable of effectively managing the operational and project activities of organizations in the tourism and HoReCa industries, implementing modern innovative tools.

Description and evaluation of the structure of the educational program: educational program 7M04102- "Business and Management in Tourism and HoReCa" is an in-depth study of the principles and methods of business management, adapted to the specifics of the hospitality and tourism industry.

The structure of the educational program is consistent with the content of the working curriculum and includes a series of core and core disciplines. The program logically links competencies, learning outcomes, and academic credits, contributing to the high-quality preparation of master's students.

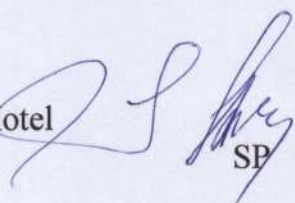
A distinctive feature of this educational program is its interdisciplinary approach, based on the integration of disciplines from the restaurant and hotel industry, tourism, management, economics, marketing, and law, combined with theoretical knowledge and practical skills. The inclusion of disciplines related to business organization and management in tourism and HoReCa aligns with modern trends in science and education.

Elective courses such as Territorial and Structural Systems of Tourist Heritage, Marketing Strategies in the HoReCa and Tourism Industries, and Economic Analysis and Revenue Management contribute to students' employment prospects in today's labor market.

Overall conclusion. The 7M04102- "Business and Management in Tourism and HoReCa" educational program is in demand and promising, capable of preparing highly qualified specialists for practical work in the tourism and HoReCa industries.

Recommendations for using the educational program: Educational program 7M04102- "Business and Management in Tourism and HoReCa" is recommended for use in the educational process.

HR Director,
Rixos President Astana Hotel



Sultanova A. K.



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30 June 2026
A.S.