

ISSN 2224-5294

ҚАЗАҚСТАН РЕСПУБЛИКАСЫ
ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫНЫҢ

АБАЙ АТЫНДАҒЫ ҚАЗАҚ ҰЛТТЫҚ
ПЕДАГОГИКАЛЫҚ УНИВЕРСИТЕТІНІҢ

Х А Б А Р Л А Р Ы

ИЗВЕСТИЯ

НАЦИОНАЛЬНОЙ АКАДЕМИИ НАУК
РЕСПУБЛИКИ КАЗАХСТАН

КАЗАХСКИЙ НАЦИОНАЛЬНЫЙ
ПЕДАГОГИЧЕСКИЙ УНИВЕРСИТЕТ ИМ. АБАЯ

NEWS

OF THE NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN

ABAY KAZAKH NATIONAL
PEDAGOGICAL UNIVERSITY

ҚОҒАМДЫҚ ЖӘНЕ ГУМАНИТАРЛЫҚ
ҒЫЛЫМДАР СЕРИЯСЫ



СЕРИЯ ОБЩЕСТВЕННЫХ
И ГУМАНИТАРНЫХ НАУК



SERIES OF SOCIAL AND HUMAN SCIENCES

6 (322)

ҚАРАША – ЖЕЛТОҚСАН 2018 ж.
НОЯБРЬ – ДЕКАБРЬ 2018 г.
NOVEMBER – DECEMBER 2018

1962 ЖЫЛДЫҢ ҚАҢТАР АЙЫНАН ШЫҒА БАСТАҒАН
ИЗДАЕТСЯ С ЯНВАРЯ 1962 ГОДА
PUBLISHED SINCE JANUARY 1962

ЖЫЛЫНА 6 РЕТ ШЫҒАДЫ
ВЫХОДИТ 6 РАЗ В ГОД
PUBLISHED 6 TIMES A YEAR

Б а с р е д а к т о р

ҚР ҰҒА құрметті мүшесі
Балықбаев Т.О.

Р е д а к ц и я а л қ а с ы :

экон. ғ. докторы, проф., ҚР ҰҒА академигі **Баймұратов У.Б.**; тарих ғ. докторы, проф., ҚР ҰҒА академигі **Байпақов К.М.**; филос. ғ. докторы, проф., ҚР ҰҒА академигі **Есім Г.Е.**; фил. ғ. докторы, проф., ҚР ҰҒА академигі **Қирабаев С.С.**; эк. ғ. докторы, проф., ҚР ҰҒА академигі **Қошанов А.К.**; эк. ғ. докторы, проф., ҚР ҰҒА академигі **Нәрібаев К.Н.** (бас редактордың орынбасары); филос. ғ. докторы, проф., ҚР ҰҒА академигі **Нысанбаев А.Н.**; заң ғ. докторы, проф., ҚР ҰҒА академигі **Сәбікенов С.Н.**; заң ғ. докторы, проф., ҚР ҰҒА академигі **Сүлейменов М.К.**; эк. ғ. докторы, проф., ҚР ҰҒА академигі **Сатыбалдин С.С.**; тарих ғ. докторы, проф., ҚР ҰҒА академик **Әбжанов Х.М.**; тарих ғ. докторы, проф., ҚР ҰҒА корр. мүшесі **Әбусейтова М.Х.**; тарих ғ. докторы, проф., ҚР ҰҒА академик **Байтанаев Б.А.**; филол. ғ. докторы, проф., ҚР ҰҒА корр. мүшесі **Жақып Б.А.**; фил. ғ. докторы, проф., академик НАН РК **Қалижанов У.К.**; филол. ғ. докторы, проф., ҚР ҰҒА академик **Қамзабекұлы Д.**; тарих ғ. докторы, проф., ҚР ҰҒА академик **Қожамжарова Д.П.**; тарих ғ. докторы, проф., ҚР ҰҒА академик **Қойгелдиев М.К.**; фил. ғ. докторы, проф., ҚР ҰҒА корр. мүшесі **Құрманбайұлы Ш.**; тарих ғ. докторы, проф., ҚР ҰҒА корр. мүшесі **Таймағанбетов Ж.К.**; социол. ғ. докторы, проф., ҚР ҰҒА корр. мүшесі **Шәукенова З.К.**; фил. ғ. докторы, проф., ҚР ҰҒА корр. мүшесі **Дербісәлі А.**; саяси. ғ. докторы, проф., **Бижанов А.К.**, тарих ғ. докторы, проф., **Кабульдинов З.Е.**; фил. ғ. докторы, проф., ҚР ҰҒА корр. мүшесі **Қажыбек Е.З.**

Р е д а к ц и я к е ң е с і :

Молдова Республикасының ҰҒА академигі **Белостечник Г.** (Молдова); Әзірбайжан ҰҒА академигі **Велиханлы Н.** (Азербайджан); Тәжікстан ҰҒА академигі **Назаров Т.Н.** (Тәжікстан); Молдова Республикасының ҰҒА академигі **Рошка А.** (Молдова); Молдова Республикасының ҰҒА академигі **Руснак Г.** (Молдова); Әзірбайжан ҰҒА корр. мүшесі **Муратов Ш.** (Әзірбайжан); Әзірбайжан ҰҒА корр. мүшесі **Сафарова З.** (Әзірбайжан); э. ғ. д., проф. **Василенко В.Н.** (Украина); заң ғ. докт., проф. **Устименко В.А.** (Украина)

«Қазақстан Республикасы Ұлттық ғылым академиясының Хабарлары. Қоғамдық және гуманитарлық ғылымдар сериясы». ISSN 2224-5294

Меншіктенуші: «Қазақстан Республикасының Ұлттық ғылым академиясы» РҚБ (Алматы қ.)

Қазақстан республикасының Мәдениет пен ақпарат министрлігінің Ақпарат және мұрағат комитетінде 30.04.2010 ж. берілген № **10894-Ж** мерзімдік басылым тіркеуіне қойылу туралы куәлік

Мерзімділігі: жылына 6 рет.

Тиражы: 500 дана.

Редакцияның мекенжайы: 050010, Алматы қ., Шевченко көш., 28, 219 бөл., 220, тел.: 272-13-19, 272-13-18,
<http://nauka-nanrk.kz>, social-human.kz

© Қазақстан Республикасының Ұлттық ғылым академиясы, 2018

Типографияның мекенжайы: «Аруна» ЖК, Алматы қ., Муратбаева көш., 75.

Главный редактор

Почетный член НАН РК

Т.О. Балыкбаев

Редакционная коллегия:

докт. экон. н., проф., академик НАН РК **У.Б. Баймуратов**; докт. ист. н., проф., академик НАН РК **К.М. Байпаков**; докт. филос. н., проф., академик НАН РК **Г.Е. Есим**; докт. фил. н., проф., академик НАН РК **С.С. Кирабаев**; докт. экон. н., проф., академик НАН РК **А.К. Кошанов**; докт. экон. н., проф., академик НАН РК **К.Н. Нармбаев** (заместитель главного редактора); докт. филос. н., проф., академик НАН РК **А.Н. Нысанбаев**; докт. юр. н., проф., академик НАН РК **С.Н. Сабиткенов**; докт. юр. н., проф., академик НАН РК **М.К. Сулейменов**; докт. экон. н., проф., академик НАН РК **С.С. Сатубалдин**; докт. ист. н., проф., академик НАН РК **Х.М. Абжанов**; докт. ист. н., проф., чл.-корр. НАН РК **М.Х. Абусейтова**; докт. ист. н., проф., академик НАН РК **Б.А. Байтанаев**; докт. фил. н., проф., чл.-корр. НАН РК **Б.А. Жакып**; докт. фиол. н., проф., академик НАН РК **У.К. Калижанов**; докт. фил. н., проф., академик НАН РК **Д. Камзабекулы**; докт. ист. н., проф., академик НАН РК **Д.П. Кожамжарова**; докт. ист. н., проф., академик НАН РК **М.К. Койгельдиев**; докт. фил. н., проф., чл.-корр. НАН РК **Ш. Курманбайулы**; докт. ист. н., проф., чл.-корр. НАН РК **Ж.К. Таймаганбетов**; докт. социол. н., проф., чл.-корр. НАН РК **З.К. Шаукенова**; д. фил. н., проф., чл.-корр. НАН РК **А. Дербисали**; доктор политических наук, проф., **Бижанов А.К.**; доктор ист. наук, проф., **Кабульдинов З.Е.**; доктор фил. н., проф., член-корр. НАН РК **Қажыбек Е.З.**

Редакционный совет

академик НАН Республики Молдова **Г. Белостечник** (Молдова); академик НАН Азербайджанской Республики **Н. Велиханлы** (Азербайджан); академик НАН Республики Таджикистан **Т.Н. Назаров** (Таджикистан); академик НАН Республики Молдова **А. Рошка** (Молдова); академик НАН Республики Молдова **Г. Руснак** (Молдова); чл.-корр. НАН Азербайджанской Республики **Ш. Мурадов** (Азербайджан), член-корр. НАН Азербайджанской Республики **З.Сафарова** (Азербайджан); д. э. н., проф. **В.Н. Василенко** (Украина); д.ю.н., проф. **В.А. Устименко** (Украина)

Известия Национальной академии наук Республики Казахстан. Серия общественных и гуманитарных наук. ISSN 2224-5294

Собственник: РОО «Национальная академия наук Республики Казахстан» (г. Алматы)

Свидетельство о постановке на учет периодического печатного издания в Комитете информации и архивов

Министерства культуры и информации Республики Казахстан № 10894-Ж, выданное 30.04.2010 г.

Периодичность 6 раз в год

Тираж: 500 экземпляров

Адрес редакции: 050010, г. Алматы, ул. Шевченко, 28, ком. 219, 220, тел. 272-13-19, 272-13-18,

www.nauka-nanrk.kz / social-human.kz

© Национальная академия наук Республики Казахстан, 2018 г.

Адрес типографии: ИП «Аруна», г. Алматы, ул. Муратбаева, 75

Chief Editor

Honorary member of NAS RK
Balykbayev T.O

Editorial board:

Doctor of economics, prof, academician of NAS RK **Baimuratov U.B.**; doctor of history, prof, academician of NAS RK **Baipakov K.M.**; doctor of philosophy, prof, academician of NAS RK **Esim G.E.**; doctor of philology, prof, academician of NAS RK **Kirabayev S.S.**; doctor of economics, prof, academician of NAS RK **Koshanov A.K.**; doctor of economics, prof, academician of NAS RK **Naribayev K.N.** (deputy editor-in-chief); doctor of philosophy, prof, academician of NAS RK **Nyssanbayev A.N.**; doctor of law, prof, academician of NAS RK **Sabikenov S.N.**; doctor of law, prof, academician of NAS RK **Suleymenov M.K.**; doctor of economy, prof, academician of NAS RK **Satybaldin S.S.**; doctor of history, prof, academician of NAS RK **Abzhanov H.M.**; doctor of history, prof, corresponding member of NAS RK **Abuseitova M.H.**; doctor of history, prof, academician of NAS RK **Baitanaev B.A.**; doctor of philology, prof, corresponding member of NAS RK **Zhakyp B.A.**; doctor of philology, prof, academician of NAS RK **Kalizhanov U.K.**; doctor of philology, prof, academician of NAS RK **Hamzabekuly D.**; doctor of history, prof, academician of NAS RK **Kozhamzharova D.P.**; doctor of history, prof, academician of NAS RK **Koigeldiev M.K.**; doctor of philology, prof, corresponding member of NAS RK **Kurmanbaiuly Sh.**; doctor of history, prof, academician of NAS RK **Taimaganbetov J.K.**; doctor of sociology, prof, corresponding member of NAS RK **Shaukenova Z.K.**; doctor of philology, prof, corresponding member of NAS RK **Derbisali A.**; doctor of political science, prof **Bizhanov A.K.**; doctor of History, prof **Kabuldinov Z.E.**; doctor of philology, prof, corresponding member of NAS RK **Kazhybek E.Z.**

Editorial staff:

Academician NAS Republic of Moldova **Belostechnik.G** (Moldova); Academician NAS Republic of Azerbaijan **Velikhanli N.** (Azerbaijan); Academician NAS Republic of Tajikistan **Nazarov T.N.** (Tajikistan); Academician NAS Republic of Moldova **Roshka A.** (Moldova) Academician NAS Republic of Moldova **Rusnak G.** (Moldova); Corresponding member of the NAS Republic of Azerbaijan **Muradov Sh.** (Azerbaijan); Corresponding member of the NAS Republic of Azerbaijan **Safarova Z.** (Azerbaijan); Associate professor of Economics **Vasilenko V.N.** (Ukraine), Associate professor of Law **Ustimenko V.A.** (Ukraine)

News of the National Academy of Sciences of the Republic of Kazakhstan. Series of Social and Humanities. ISSN 2224-5294

Owner: RPA "National Academy of Sciences of the Republic of Kazakhstan" (Almaty)

The certificate of registration of a periodic printed publication in the Committee of information and archives of the Ministry of culture and information of the Republic of Kazakhstan N **10894-Ж**, issued 30.04.2010

Periodicity: 6 times a year

Circulation: 500 copies

Editorial address: 28, Shevchenko str., of. 219, 220, Almaty, 050010, tel. 272-13-19, 272-13-18,
[www:nauka-nanrk.kz](http://www.nauka-nanrk.kz) / social-human.kz

© National Academy of Sciences of the Republic of Kazakhstan, 2018

Address of printing house: ST "Aruna", 75, Muratbayev str, Almaty

NEWS

OF THE NATIONAL ACADEMY OF SCIENCES OF THE REPUBLIC OF KAZAKHSTAN

SERIES OF SOCIAL AND HUMAN SCIENCES

ISSN 2224-5294

<https://doi.org/10.32014/2018.2224-5294.29>

Volume 6, Number 322 (2018), 5 – 12

UDC 379.85

R.S. Bespayeva¹, R.O. Bugubayeva¹, Manuel F. Grella²¹Karaganda Economic University of Kazpotrebsoyuz, Kazakhstan;²University of Santiago de Compostela, Spain.

brs_@mail.ru, prur@keu.kz, mf.grella@usc.es

**FORMATION OF THE COMPLEX STRATEGY FOR DEVELOPMENT
OF THE SCHUCHINSK-BURABAY RESORT AREA BASED
ON THE BALANCED SYSTEM OF INDICATORS**

Abstract. For the Schuchinsk-Burabay resort area, improving the strategic management of tourism will make it possible to more efficiently distribute managerial influences on the part of the state authorities on the optimal development of tourism. This will also enable the use of economic opportunities in order to increase the profitability of the tourism industry, which in general will contribute to improving the efficiency of the regional economy. This article has developed a comprehensive strategy for the development of the tourist industry in the Schuchinsk-Burabay resort area on the basis of a balanced system of indicators. The methodological basis of the research is based on the following basic methods: abstract-logical, complex-factor, comparative and expert assessments. During the analysis of the state of development of the tourism industry in the Schuchinsk-Burabay resort area, marketing field studies were conducted.

Key words: tourism, strategic management in tourism, balanced system of indicators.

Theoretical and methodological approaches. There are many models that can link strategy with operational activities and cost factors, for example, the model of strategic maps of L. Meisel; the pyramid of K. McNair, R. Lynch and K. Cross; K. Adame and P. Roberte, "Effective Progress and Performance Measurement"; balanced scorecard (Balanced Scorecard, BSC) by Robert Kaplan and David Norton, and others. The most popular and applied in practice is a system of balanced indicators.

According to the creators and adherents of the theory, the design of a balanced system of indicators should include six mandatory elements:

- 1) perspectives - the measures by which the strategy will be decomposed to lower levels;
- 2) strategic goals (objectives) - formulated strategic aspirations, form the direction of strategy implementation;
- 3) indicators (measures) - meters, reflecting the measure of the task;
- 4) target values (targets) - values of indicators (measures) that need to be achieved;
- 5) cause and effect linkages - a logical chain connecting all the tasks of the organization, forming a strategic map;
- 6) strategic initiatives - actions to implement the strategy.

The Balanced Scorecard (BSS) is applied to each unit and the organization as a whole.

The system of strategic goals of the company, built on the basis of using a system of balanced indicators, is formed on the basis of the projection of the company's strategies in four main directions (perspectives):

- finance / economics;
- customers / markets;
- business processes;
- employees / infrastructure.

This approach is caused by logical expediency - "qualified and motivated" employees using infrastructure (hardware, software, etc.) will provide the company with the required quality and speed of business processes. Optimal business processes are necessary to ensure the satisfaction of customer needs and achieve a market advantage. Satisfied clients will ensure achievement of the desired financial goals of the organization [1].

The Kaplan-Norton balanced scorecard methodology is used by small enterprises, non-profit organizations, and entire cities. From the point of view of setting and implementing strategic priorities in resource-limited settings, the experience of Charlotte in the state of North Carolina (USA) is interesting, which has already become a textbook. This experience is described in detail in the literature devoted to the development and implementation of strategies, strategic maps and a balanced system of indicators in the public sector of the economy. For more than 17 years, the Charlotte administration has been developing and successfully implementing its strategy on the basis of a balanced scorecard.

The strategic goals and objectives that the city of Charlotte achieved: being the safest large city in America; the most prosperous city for each of its residents; become a city of impressive skyscrapers; the first city to integrate the use of space and transport alternatives; be an eco-city [2].

This experience deserves attention from the position of drawing up strategic plans for development and working with them. It should be noted that the right choice of priorities in the future leads to the "right" strategy, as the city's leadership concentrated its attention on the most important spheres, defined specific targets for each area of activity. Analysis of urban strategies shows that the sets of key priority areas for development are in many respects similar.

The latter is particularly interesting, since it is the process of determining a set of targets that causes the most problems when trying to introduce a balanced scorecard into practice. Their total number, as a rule, does not exceed ten.

A specific set of priorities is the fruit of joint efforts of experts, government officials, business and citizens to find a solution that most satisfies all interested parties.

It is important that in this matter we can refer not only to the experience of foreign countries. An example of such a compromise, when choosing priorities, can be cities like Moscow, St. Petersburg, Kazan. For example, the strategic priority areas of the "Concept for the Development of the Central Administrative District of Moscow for 2008-2012" are: a new transport strategy; the way to ecological balance; the best quality of people's lives; Center for History and Culture; public safety; Center for Economic Development and Finance; effective management and self-management of the center of the capital [3].

In any city, there are financial and resource constraints, so the search for a compromise in the selection of priorities is not only in that. To balance the interests of all stakeholders, but also to "pack" these interests in the limits of the budget. Often it is the latter process that presents the greatest difficulty.

The purpose and objectives of the article. Consider the possibility of applying a balanced approach for the formation of an integrated strategy for the development of the destination of the Schuchinsk-Burabay resort area (hereinafter SCBRA).

Statement of the main material of the study.

Improvement of the strategic management of the SCBRA involves the development of an integrated development strategy based on a balanced scorecard that will include the goals and objectives of the state, as well as the conceptual framework for strategic management of local executive bodies and enterprises. This will allow, first, to form a unified vision for the development of the tourist industry of SCBRA in all interested parties, and secondly, to intensify the formation and development of cluster structures by strengthening ties in carrying out activities within the framework of a unified strategy [4].

In general, the development of an integrated strategy for the development of the tourist industry of the SCBRA will consist of several stages:

1. Analysis of trends in the development of the tourist industry;
2. Definition of the vision of tourism development in the city of SCBRA, as well as the study of its main competitors;
3. Development of a balanced scorecard;
4. Setting strategic goals for all participants of the tourism industry, based on a system of balanced indicators;
5. Development of tasks related to the objectives.

Table 1 – Trends and opportunities for the resort industry for SCBRA

Trends	Description of trends	Capabilities
The hotel element of resorts is mainly associated with international tourepering	Work with international operators is a common trend of modern resorts, since this combination is mutually beneficial for both the building companies and operators особо охраняемые природные территории	Identification of the most appropriate brand and options for property management, as well as negotiating a model for joint business. Potential affiliated operators must separate specially protected natural areas into the values of nature protection and sustainable development.
Large resorts include meeting rooms or conference rooms	Currently, as the share of business tourism and the globalization of companies grows, specialized business premises are mandatory. Typically, this type of infrastructure is operated by specialized and recognized operators who possess the necessary know-how to optimally support business events. In addition, the opportunity to host a conference makes the resort less dependent on weather conditions.	Development within the resort of facilities for conferences, built on the territory of specially protected natural areas for the organization of events of various sizes and character. Provision of additional services that may be required during meetings or conferences.
Growth of popularity of models of common shared ownership	Models of common share ownership (private residential club, resort clubs, hotel-apartments, brand residences) offer significant advantages compared to full ownership. This applies to the companies-developers, and to consumers, since higher-quality houses are provided at a lower price, the flexibility of their use increases, and the number of rooms is increasing.	Creation of schemes of common shared ownership for the implementation of real estate projects being built within the resorts. Conduct a comparison of the most effective techniques in existing resorts with a similar business model.
Scenic landscapes and beauty of nature are advertised as the main value of the proposed buyer	The development of the project in a picturesque place, with rich opportunities, provided by the terrain, and an impressive adjoining territory is able to truly distinguish it among competitors, and contribute to the high appreciation of consumers. In addition, the main capitals of resorts are accessibility of travel and major attractions.	It is necessary to use natural factors in specially protected natural areas (unique stone formations, lakes, air quality, legends, etc.) in all communications and brand promotion campaigns in order to build a strong association between the Burabay resort area and nature, uniqueness and purity.
City / resort centers with convenient and first class service are the heart of the best resorts	Resort centers are a "playground" in which residents and neighbors meet, shop, dine and communicate with each other, both in the urban style. Such small towns are usually located in the center of the resort, and are designed as a "traditional local settlement", offering a wide range of services in a unified style.	It is necessary to use the existing urban centers of the nearest cities / towns within the boundaries of specially protected natural areas, such as Burabai and Shchuchinsk, and make them more attractive for tourists. It is necessary to update them, introduce a higher-quality services system, various restaurants, fashion shops, improve their architectural style, make them more modern and attractive, etc.
To manage the resort, a "management organization"	The main management processes lead all the processes and main activities of the resort. It is responsible for branding and communication, routine maintenance of general-purpose systems, coordination of real estate sales, representation of stakeholders, creation and management of impressions packages, etc.	It is necessary to create an organization for the management of the resort within the resort zone of Burabai. Its task will be the optimal planning of construction of facilities on land, and ensuring proper management of all activities of the resort.
The resort combines the possibilities, both for sale and for rent	Existing world resorts offer real estate for sale and rent. Such resorts are called "multifunctional type" resorts, that is, they also offer investment. This combination allows you to use the best of both models of work.	It is recommended to introduce resorts of mixed type in the resort zone of Burabay. It is necessary to clearly identify the advantages of leased property in the course of information activities within the marketing strategy of the resort.
Note - Developed by the authors		

Current trends in the global tourism industry dictate to a certain extent the conditions for the development of the tourist industry of the city. Such influence is primarily due to the intensification of globalization processes, which lead to a change in the preferences of customers, and the expansion of their needs. To date, we have identified 7 main trends that will be taken into account in determining the priorities for the development of the tourist destination of SCBRA:

1. The hotel element of resorts is mainly associated with international tourepering;
2. Large resorts include meeting rooms or conference rooms;

3. Growth of popularity of models of common shared ownership;
4. Scenic landscapes and beauty of nature are advertised to the buyer as the main value proposition;
5. City / resort centers with convenient and first class service are the basis of the best resorts;
6. Management companies are involved in management of resorts
7. Most resorts combine opportunities for sale and rental of real estate.

Thus, the development of the tourist destination of SCBRA should meet modern trends, and be aimed at creating a resort zone combining medical, entertainment and business tourism and ecotourism. At the same time offering tourist services of high quality, as well as having a modern material and technical base and developed infrastructure. Clients of the tourist destination of SCBRA should be both citizens of the Republic of Kazakhstan and foreigners. This, in turn, should be ensured by a high level of transport accessibility of the resort zone. In addition, an important component of long-term development is the preservation of the nature of the tourist destination.

The next stage is the analysis of the competitors of the tourist destination of SCBRA.

The Shchuchinsk-Borovo resort zone is based in the State National Nature Park "Burabay", on the territory of which there are Burabai lakes, forests, mountains. Thus, unique natural resources are the basis for the development of tourism in this territory. The tourist destination of SCBRA attracts tourists from Central, Northern Kazakhstan, as well as the southern regions of the Russian Federation.

As direct competitors of the tourist destination of SCBRA, the following can be identified (Table 2): Kokshetau State National Natural Park; Karkaraly National State Natural Park; Korgalzhyn Nature Reserve; Mr. Akkol; Zerenda; State national nature park Bayanaul; Altai Territory (Russia).

In comparison with the above tourist destinations, the SCBRA has a number of competitive advantages, such as favorable location, unique nature, well-developed brand of the resort zone, relatively developed infrastructure, availability of a large number of locations.

Based on the existing competitive advantages of the tourist destination of SCBRA, it is possible to single out long-term development priorities that form the basis for the development of a balanced scorecard:

- Increase in the total income of the industry;
- Preservation of the nature of the Schuchinsk-Burabay resort area;
- Forming and promotion of the brand of tourist destination of SCBRA.

These strategic goals make it necessary to achieve the objectives within the framework of the identified four perspectives on the basis of a balanced system of indicators.

Customer perspective. Within the framework of this direction, the following system indicators can be singled out for the tourist industry of SCBRA:

- Studying the client.
- The expansion of the customer base.
- Formation of a set of values for clients.

Within the framework of the financial perspective, the author proposes a system of indicators that match the increase in financial indicators. Its main elements are the following:

– Increase the value of the tourist product on the basis of qualitative improvement of the services provided.

– Expansion of the range of services provided in accordance with the increasing needs and preferences of consumers;

- An increase in the number of tourists.

The perspective of the business processes of SCBRA contains a significant number of tasks that require immediate resolution:

– Improvement of tourist facilities - by modernizing obsolete models of rendering services, updating the material and technical base, saturation of historical and cultural programs.

- Increasing the accessibility of SCBRA to tourists.

Formation of packages of tourist services.

Table 2 - The main competitors of the tourist destination of SCBRA

Name of tourist zone	Proximity to Astana	Major Tourist Attractions	Tourist infrastructure	Main differences
Kokshetau SNNP	309 km (3 hours)	13 widely known monuments of nature, 185 protected monuments of archeology	Weak tourist infrastructure Services: horseback riding and hiking. Accommodation in Imantau and Shalkar	Different combinations of natural and cultural attractions
Karkaraly SNNP	427 km (5 hours)	Museum of Nature System of Lakes (Swimming Pool, Shaitanankol, Big Lake, etc.) Architectural monuments (Kyzyl Kenish Palace, Aulietas, etc.)	Complex "Shakhtar" (guest houses and hotels). Hotel and ski resort. Tourist activities: hiking, horseback riding, bird watching.	Great potential as a winter destination
Korgalzhyn Nature Reserve	200 km (2,5 hours)	Museum of Korgalzhyn Nature Reserve Tengiz-Korgalzhyn Lakes System (UNESCO World Heritage) Possibilities for bird watching	Weak tourist infrastructure: Guest house and wooden cottages on Lake Sultankeldy (Karazhar) 6 guest houses in the village of Korgalzhyn	A well-known place for bird watching
Mr. Akkol	111 km (1,1 hours)	A small traditional town of Akkol. City mosque. Pine forest	Weak tourist infrastructure: Resort Sharjum, offers hotel rooms, cottages and additional services	Traditional nature and authenticity of the city
Burabay Resort Area	258 km (2,5 hours)	System of lakes (Burabai, Qatar, Shchuchye, etc.) System of rock ridges (Okzhetpes, Zhumbaktas, etc.), Nature Museum	A large number of hotels and accommodation options near the village of Burabay. Wide choice of food	A well-known system of lakes and curative air
Zerenda	316 km (4 hours)	Lake Zerenda, Monument to the soldiers of the Great Patriotic War, Ancient settlements Andronov period, Delimited stone wall, Great hill, Smolny hill	8 hotels without category and 24 other locations (2012)	Historical monuments
SNNP Bayanaul (68 453 ra)	250 hours	Rocks and stones, "The Sacred Cave", "Man's Dignity" Rock, Mountains, Lakes, Beach and Zhasybai Lakes.	35 rest homes, of them on the shore of Lake Zhasybay - 28, Lake Sabyndykol - 5, Lake Toraigyr - 2 and 2 children's camps. 11 tourist routes / trails with a total length of 255 km (tours on horses - 10 km, on foot - 95 km, motorways - 150 km), 4 sightseeing tours, 5 panoramic points.	Natural park with developed tourist infrastructure
Altai region (Russia)		Tigirek State Nature Reserve where there are 7 local nature monuments; state nature reserves of regional importance - 36, nature monuments of regional significance - 140.	Federal resort Belokurikha (13 sanatoriums for 4,000 people) http://www.belokurikha.ru/ ; 3 sanatoriums of regional importance (Ob, Barnaul) Sosnovi Bor, 21 sanatoriums for various departments and forms of ownership, 5 sanatoria for health care.	Federal resort Belokurikha (13 sanatoriums for 4,000 people) http://www.belokurikha.ru/ ; 3 sanatoriums of regional importance (Ob, Barnaul) Sosnovi Bor, 21 sanatoriums for various departments and forms of ownership, 5 sanatoria for health care.
Note - Developed by the authors				

Therefore, to attract foreign tourists, it is necessary to develop a differentiated package of tourist services, including transportation, transfers, accommodation, meals, excursions, recreation, entertainment, etc.

- Improvement of infrastructure. SCBRA is a resort area with the most developed infrastructure.
- Development of network structures in the tourist industry.

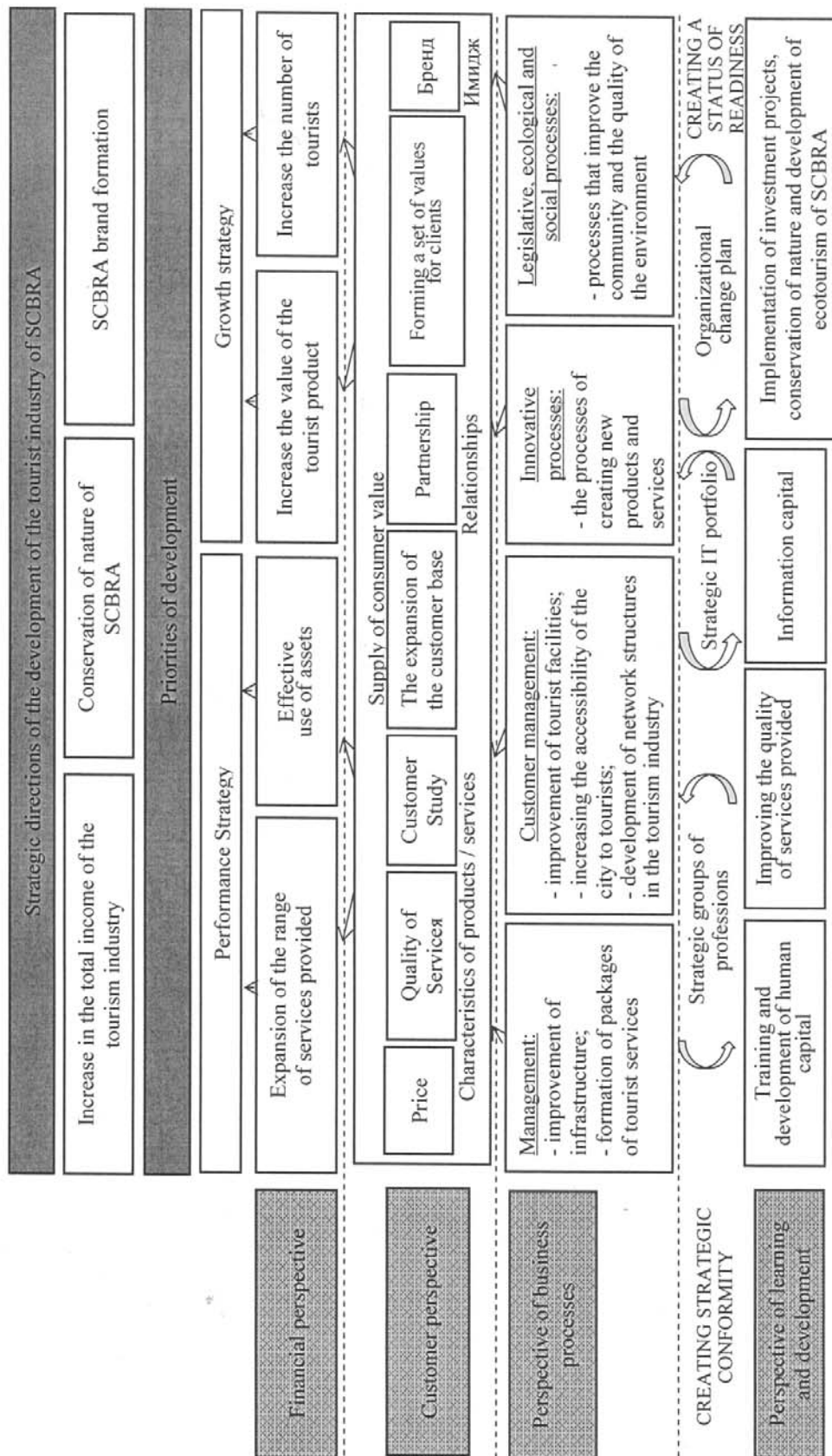


Figure 1 - Balanced Scorecard of Tourist Destination of SCBRA

Note - Developed by the authors

Perspective of education and development:

- Implementation of investment projects is one of the main development mechanisms.
- Training of service personnel is the main condition for improving the quality of service, which, in turn, leads to an increase in the attractiveness of the resort area. In this connection, in of SCBRA it is necessary to introduce a culture of continuous training and development of maintenance personnel.

- Improving the quality of services provided.

- Protection of nature and the development of ecotourism of SCBRA.

Balanced scorecard, developed for the tourist destination of SCBRA, is a kind of map for the development of the resort zone. It should form the basis of an integrated strategy for the development of a tourist destination, which includes coordinated goals and objectives for all subjects of the tourism industry and determines the mechanisms for their interaction.

Summarizing the priorities for the development of the tourist destination of SCBRA, it is possible to formulate a common strategic objective for all subjects: "Sustainable development of the city of SCBRA as a destination that is competitive internationally". With the purpose of concretizing this goal for the subjects of the tourist industry, we have identified individual goals for each of them:

- for the republican state structures - sustainable development of the tourist industry in SCBRA;

- for local executive bodies - assistance to all subjects of the tourism industry in the Schuchinsk-Burabay resort area;

- for tourism industry enterprises - long-term development based on increasing competitiveness.

Conclusions and prospects for further development. In particular, we showed a large-scale direction: a competitive tourist destination - the Schuchinsk-Burabay resort area on the international tourism market. Any state that enters the international market of tourist services, enters into a competitive relationship with other states. On how the tourism policy in the state is conducted, how effective it is and how it is implemented, the state's position on the international tourism market depends. In this direction, it is necessary to clearly define the niche and segment in the international tourist market and develop a strategic action plan, a strategic map in this direction and introduce a system of balanced indicators into practice.

REFERENCES

[1] Zaykov D.V. Postroyeniye sbalansirovannoy sistemy pokazateley na osnove innovatsionnogo podkhoda. Vestnik VGU. Seriya: Ekonomika i upravleniye. Voronezh, 2010. №2.

[2] Марсталл Д., Боргсдорф Д., Блайденберг Э. Опыт города Шарлотт: «Дорожная карта» преобразования и повышения эффективности системы городского управления. Пер. с англ. О. Савельева. М.: ЗАО «Олимп – Бизнес», 2010. 304 с.

[3] McGillicuddy J. Case Study: Using the Balanced Scorecard to Move from «Management by Experts» to Managing for Results through Data-driven Decisions. Balanced Scorecard Institute. <https://balancedscorecard.org>

[4] Niven Paul R. The City of Charlotte: A Balanced Scorecard Success Story. <https://doi.org/10.1002/9781119197287.ch12>

[5] «О Концепсии развития Тsentрал'nogo administrativnogo okruga goroda Moskvy na 2018-2012 gg.». Postanovleniye Pravitel'stvo Moskvy. 23 oktyabrya 2007 g. N 937-PP. Rezhim dostupa: <https://www.mos.ru/authority/documents/doc/16981220/>

[6] Aimagambetov E., Bugubaeva R., Bespayeva R., Tashbaev N. Model of sustainable development of tourism industry in Kazakhstan (regional perspective). Public policy and administration. USA, 2017. Volume 16, N 2. p. 179–197.

Р.С. Беспяева¹, Р.О. Бугубаева¹, Мануэль Ф. Грела²

¹Карагандинский экономический университет Казпотребсоюза, Казахстан;

²Университет Сантьяго де Компостела, Испания

ФОРМИРОВАНИЕ КОМПЛЕКСНОЙ СТРАТЕГИИ РАЗВИТИЯ ЩУЧИНСКО-БОРОВСКОЙ КУРОРТНОЙ ЗОНЫ НА ОСНОВЕ СБАЛАНСИРОВАННОЙ СИСТЕМЫ ПОКАЗАТЕЛЕЙ

Аннотация. Для Щучинско-Боровской курортной зоны совершенствование стратегического управления туризмом позволит более эффективно распределять управленческие воздействия со стороны государственных органов власти по оптимальному развитию туризма. Также использовать экономические возможности с целью увеличения рентабельности туристской отрасли, что в целом будет способствовать повышению эффективности региональной экономики. В данной статье разработана комплексная стратегия

развития туристской отрасли Щучинско-Боровской курортной зоны на основе сбалансированной системы показателей. В методологическую основу исследования положены следующие основные методы: абстрактно-логический, комплексно-факторный, сравнительных и экспертных оценок. При анализе состояния развития индустрии туризма Щучинско-Боровской курортной зоны были проведены маркетинговые полевые исследования.

Ключевые слова: туризм, стратегическое управление в туризме, сбалансированная система показателей

Р.С. Беспяева¹, Р.О. Бугубаева¹, Мануэль Ф. Грела²

¹Қазтұтынуодағы Қарағанды экономикалық университеті;

²Сантьяго де Компостела университеті, Испания

КІРСЕТКІШТЕРДІҢ ТЕНДЕСТІРІЛГЕН ЖҮЙЕСІ НЕГІЗІНДЕ ЩУЧИНСК-БУРАБАЙ КУРОРТТЫҚ АЙМАҒЫН ДАМЫТУДЫҢ КЕШЕНДІ СТРАТЕГИЯСЫН ҚАЛЫПТАСТЫРУ

Аннотация. Щучинск-Бурабай курорттық аймағы үшін туризмді стратегиялық басқаруды жетілдіру мемлекеттік билік органдары тарапынан туризмді оңтайлы дамыту бойынша басқарушылық әсерді неғұрлым тиімді блуге мүмкіндік береді. Сондай-ақ туристік саланың рентабельділігін арттыру мақсатында экономикалық мүмкіндіктерді пайдалану қажет, бұл тұтастай алғанда ірілік экономиканың тиімділігін арттыруға ықпал етеді. Бұл мақалада кірсеткіштердің теңдестірілген жүйесі негізінде Щучинск-Бурабай курорттық аймағының туристік саласын дамытудың кешенді стратегиясы әзірленді. Зерттеудің әдіснамалық негізіне мынадай негізгі әдістер алынған: абстрактілі-логикалық, кешенді-факторлы, салыстырмалы және сараптамалық бағалау. Щучинск-Бурабай курорттық аймағының туризм индустриясының даму жағдайын талдау кезінде маркетингтік далалық зерттеулер жүргізілді.

Түйін сөздер: туризм, туризмдегі стратегиялық менеджмент, теңгерімді индикаторлар жүйесі.

Information about authors:

Bespayeva Rosa Sansyzbaevna - PhD Chair of Management and Innovation;

Bugubayeva Roza Olzhabaevna - Candidate of Economic Sciences, Professor of the Department of Economic Theory and State Local Administration;

Manuel Fernandez Grela - PhD, Professor of the University of Santiago de Compostela (USC) (Spain), Deputy Director of the Institute of Research and Development of Galicia (IDEGA).

МАЗМҰНЫ

<i>Беспяева Р.С., Бугубаева Р.О., Мануэль Ф. Грела</i> 2. Көрсеткіштердің теңдестірілген жүйесі негізінде Щучинск-Бурабай курорттық аймағын дамытудың кешенді стратегиясын қалыптастыру.....	5
<i>Аюпова З.К., Құсайынов Д.Ө.</i> Азаматтық процесстерді жетілдірудегі интеграцияның кейбір қырлары.....	13
<i>Құсайынова А. А., Вальдемар Козловски, Геращенко И. П.</i> Қазақстан республикасындағы міндетті әлеуметтік сақтандырудың қаржылық-құқықтық тетіктерінің ерекшеліктері.....	20
<i>Дюсенов Б.Д.</i> Эпиграфикалық ескерткіштердің лингвистикалық ерекшеліктері.....	28
<i>Джумадилова Ш.Г., Атабай Б.Ж.</i> Қазақстандағы халықтың жинақтарының динамикасы.....	33
<i>Карабалына А.А., Альситова А. Б., Кереймаганбетова Ж.Н., Абишева Н. М.</i> Құндылық – рухани-адамгершілік білім беру негізі.....	42
<i>Кенжебаева Д.К., Әрмөрза Б. Ғ., Дашигин Махаммадли.</i> Қазақстандық заманауи жастардың құндылығы.....	51
<i>Нурманова А.Ш., Медерова Д.Е., Дюсенов Б.Д.</i> «Бөкейхан әулетінің талдыбейіт қорымы» эпиграфикалық ескерткіштері тарихи дереккөз ретінде.....	67
<i>Қыдырова Ж.Ш., Онласынов Е.З., Абишова А.У., Шадиева А.А.</i> Оңтүстік Қазақстан облысы сүт және сүт өнімдері нарығындағы жағдайды зерттеу	79
<i>Абишова Г.У., Аманжолов Р., Мынбаева Б.Н., Ибрагимова Д.И.</i> ЖОО-да биолог-студенттердің жобаларды ұйымдастырылуы мен орындалуына даярлығы.....	87
<i>Балтабаева А.Ю., Ризаходжаева Г.</i> Мәдени интеграция үдерісіндегі жібек жолының феномені.....	91
<i>Бурганова Р.И., Абдугалина С.Е., Туякова А.Е.</i> Студенттерге бағытталған білім беру арқылы білім сапасын арттыру.....	102
<i>Галиева А.Х., Саду Ж.Н., Кулубеков М.Т., Казбекова Л.А.</i> Қазақстандағы шетелдік инвестиция тартудың институционалдық жағдайын (талаптарын) бағалау.....	105
<i>Джалылов З.Г., Батырхан Б.Ш.</i> XX ғ. екінші жартысындағы шетелдік исламтанушылардың ислам және саясат туралы теориялық дискурсы.....	112
<i>Джумабекова А.Т., Канатова А.Ж.</i> Қаржылық ынтымақтастық жағдайларындағы Қазақстан республикасының ұлттық банкінің өткізу механизмінің өзгеруі.....	119
<i>Дүйсен Г. М., Айтжанова Д. А.</i> Қазақстан және Орталық Азия елдеріндегі көші-кон процесстері дамуының мәселелері мен ерекшеліктері	124
<i>Есенғұлова М.Н.</i> Қазақстандағы «Қиын балаларды» оңалтудың және әлеуметтендірудің психологиялық ерекшеліктері	134
<i>Жакишева К.М., Жуманова Д.Т., Мукашева Г.М.</i> Экономиканың аграрлық секторының тұрақты дамуына арналған ауыл шаруашылық кәсіпорындарының қаржылық шарттарын мониторингін рөлі.....	146
<i>Жахина Б.Б.</i> Қазақ тілінен функционалдық сауаттылықты қалыптастырудың ұстанымдары.....	151
<i>Идресова У.Х., Садуахасова З.Ж., Муханова А.Т.</i> Криминалистика.....	156
<i>Савельева В. В.</i> Қазақстандағы кредит технологиясын пайдалану және дамуының тарихи және педагогикалық базасы.....	160
<i>Қалиева Т.М., Сембиева Л.М.</i> Ұлттық ресурстар және ұлт байлығы.....	165
<i>Каримова Р.У., Хаджиева Г.У.</i> ҚХР Ұлттық саясаты контекстіндегі ШҰАА-ның этносаяси және әлеуметтік-экономикалық трансформациясы мәселесі.....	176
<i>Керімбек Ғ., Молдашбаева Л., Джрауова Қ., Ажмухамедова А., Мизанова А.</i> Қазақстан республикасының республикалық бюджетіне түсетін салық түсімдерінің көрсеткіштерін талдау және бағалау.....	185
<i>Жолдасбекова С.А., Парманкулова П.Ж., Асаналиев М.К.</i> Мүмкіндігі шектеулі балаларды дамытудағы ұлттық ойындар.....	195
<i>Молдакенова Е.К., Байгабулова К.К., Онаева Б.Т.</i> БҚО-да инновациялық үрдістерді басқарудың аймақтық аспектілігі жүйесінің дамудың жолдары.....	203
<i>Мұратова Г.К., Шаушенова А.Г., Жумасеитова С.Д., Оңғарбаева М.Б.</i> Білім беру үрдісінде бұлттық технологияларын қолдану.....	209
<i>Несіпбеков Е. Н., Анпакова Г.Н.</i> Кәсіпорынның инвестициялық портфельін қалыптастырудың теориялық аспектілері	214
<i>Нурғабайұлы М.Н., Барлықов Е.К., Егембердиева С.М.</i> ҚР есеп өнеркәсібінің дамуының басқаруының трендсі.....	220
<i>Нұрымбетов Т.Я., Абишова А.У., Уразбаева Г.Ж., Қыдырова Ж.Ш., Байнешева П.Т., Абишо Н.У.</i> Модернизациялық жағдайындағы қр халқын әлеуметтік қолдауының басымдықтары.....	224
<i>Рахимова С. А., Турғумбекова М. М.</i> Қазақстан республикасындағы шағын және орта бизнестің мемлекеттік қолдау бағдарламалары және олардың тиімділігін жүзеге асыру шаралары.....	233
<i>Руденко Е.И.</i> Орталық пен Оңтүстік Азия мемлекеттері арасындағы ұғынудың бұрмалануы – «Жұмсақ күш» факторы мен ақпараттық қауіпсіздіктің проблемасы ретінде.....	241
<i>Тохтабаева Ш.</i> Қазына-сандық.....	251
<i>Утепкалиева К.М., Сабирова Р.К., Кенбаева Г.У.</i> Мұнай-газ секторындағы мемлекеттік-жеке серіктестікті дамыту.....	260
<i>Мыңбаев Д. Е.</i> Банкте басқару есебін ұйымдастыру тұжырымдамасы.....	265
<i>Султанова Г.С.</i> Жаңа формацияның экономисі - бакалаврдың кәсіби құзыреттілігін қалыптастырудың педагогикалық аспектілері.....	271
<i>Шаяхметова А.А.</i> Университет жағдайында инклюзивті білім беру үшін педагогтарды оқыту.....	277

СОДЕРЖАНИЕ

<i>Беспяева Р.С., Бугубаев Р.О., Мануэль Ф. Грела.</i> Формирование комплексной стратегии развития Щучинско-Боровской курортной зоны на основе сбалансированной системы показателей.....	5
<i>Аюпова З.К., Кусаинов Д.У., Уинстон Наган.</i> Некоторые грани интеграции в совершенствовании гражданского процесса.....	13
<i>Кусаинова А.А., Козловски Вальдемар, Геращенко И.П.</i> Обзор некоторых особенностей финансово-правового механизма обязательного социального страхования в республике Казахстан.....	20
<i>Дюсенов Б.Д.</i> Лингвистические особенности эпиграфических памятников.....	28
<i>Джумадилова Ш.Г., Атабай Б.Ж.</i> Динамика сбережений населения в Казахстане.....	33
<i>Карабалина А.А., Альситова А. Б., Кереймаганбетова Ж.Н., Абишева Н. М.</i> Ценность как базовая основа духовно-нравственного образования.....	42
<i>Кенжебаева Д.К., Урмурзина Б.Г., Дашигин Махаммадли.</i> Ценности современной молодежи Казахстана.....	51
<i>Нурманова А.Ш., Медерова Д.Е., Дюсенов Б.Д.</i> Эпиграфические памятники «Некрополи талдыбейит династии Бокейхановых» как исторический источник.....	67
<i>Кыдырова Ж.Ш., Онласынов Е.З., Абишова А.У., Шадиева А.А.</i> Исследование ситуации на рынке молока и молочной продукции южно-казахстанской области.....	79
<i>Абишова Г.У., Аманжолов Р., Мынбаева Б.Н., Ибрагимова Д.И.</i> Готовность студентов-биологов к организации и выполнению проектов в вузе.....	87
<i>Балтабаева А.Ю., Ризаходжаева Г.</i> Феномен великого шелкового пути в процессе культурной интеграции.....	91
<i>Бурганова Р.И., Абдугалина С.Е., Туякова А.Е.</i> Повышение качества образования посредством студентоцентрированного обучения.....	102
<i>Галиева А.Х., Саду Ж.Н., Кулубеков М.Т., Казбекова Л.А.</i> Оценка институциональных условий привлечения иностранных инвестиций в Казахстане.....	105
<i>Джалилов З.Г., Батырхан Б.Ш.</i> Теоретический дискурс об исламе и политике зарубежными исламоведами второй половины XX в.	112
<i>Джумабекова А.Т., Канатова А.Ж.</i> Трансформация трансмиссионного механизма национального банка республики в условиях финансовой нестабильности.....	119
<i>Дүйсен Г.М., Айтжанова Д.А.</i> Проблемы и особенности развития миграционных процессов в Казахстане и странах Центральной Азии.....	124
<i>Есенгулова М.Н.</i> Психологические особенности реабилитации и социализации "Трудных подростков" в Казахстане".....	134
<i>Жакишева К.М., Жуманова Д.Т., Мукашева Г.М.</i> Роль мониторинга финансового состояния сельскохозяйственных предприятий в обеспечении устойчивого развития аграрного сектора экономики.....	146
<i>Жахина Б.Б.</i> Принципы формирования функциональной грамотности казахского языка.....	151
<i>Идресова У.Х., Садуахасова З.Ж., Муханова А.Т.</i> Криминалистика.....	156
<i>Савельева В.В.</i> Исторические и педагогические основы формирования и разработки кредитной технологии в Казахстане.....	160
<i>Калиева Т.М., Сембиева Л.М.</i> Национальные ресурсы и богатство нации.....	165
<i>Каримова Р.У., Хаджиева Г.У.</i> К вопросу об этно-политической и социально-экономической трансформации СУАР в контексте национальной политики КНР.....	176
<i>Керимбек Г., Молдаибаева Л., Джрауова Қ., Ажмухамедова А., Мизанова А.</i> Анализ и оценка показателей налоговых поступлений в республиканский бюджет республики Казахстан.....	185
<i>Жолдасбекова С.А., Парманкулова П.Ж., Асаналиев М.К.</i> Народные игры в развитии детей с ограниченными возможностями.....	195
<i>Молдакенова Е.К., Байсабулова К.К., Онаева Б.Т.</i> Пути развития системы регионального аспекта управления инновационными процессами в АПК.....	203
<i>Муратова Г.К., Шаушенова А.Г., Жумасейтова С.Д., Онгарбаева М.Б.</i> Применение облачных технологий в образовательном процессе.....	209
<i>Несипбеков Е.Н., Аппакова Г.Н.</i> Теоретические аспекты формирования инвестиционного портфеля предприятия.....	214
<i>Нургабылов М.Н., Барлыков Е.К., Егембердиева С.М.</i> Тенденции управления развитием мясоперерабатывающей отрасли в РК.....	220
<i>Нурымбетов Т.Я., Абишова А.У., Уразбаева Г.Ж., Кыдырова Ж.Ш., Байнеева П.Т., Абишов Н.У.</i> Приоритеты социальной поддержки населения РК в условиях модернизации.....	224
<i>Рахимова С. А., Турдумбекова М. М.</i> Программы государственной поддержки мсб в республике Казахстан и меры по повышению их результативности	233
<i>Руденко Е.И.</i> Искаженность восприятия между государствами Центральной и Южной Азии как проблема фактора «Мягкой силы» и информационной безопасности.....	241
<i>Тохтабаева Ш.</i> Сундук – сокровищница	251
<i>Утепкалиева К.М., Сабирова Р.К., Кенбаева Г.У.</i> Развитие государственно-частного партнерства в нефтегазовой отрасли.....	260
<i>Мынбаева Д. Е.</i> Концепция организации управленческого учета в банке.....	265
<i>Султанова Г.С.</i> Педагогические аспекты формирования профессиональных компетенций бакалавра – экономиста новой формации.....	271
<i>Шаяхметова А.А.</i> О подготовке педагогических кадров к инклюзивному образованию в условиях вуза.....	277

CONTENTS

<i>Bespayeva R.S., Bugubayeva R.O., Manuel F. Grela.</i> Formation of the complex strategy for development of the Schuchinsk-Burabay resort area based on the balanced system of indicators.....	5
<i>Ayupova Z.K., Kussainov D.U., Winston Nagan.</i> Some facets of integration in the modernization of the civil process.....	13
<i>Kussainova A.A., Kozlowski Waldemar, Gerashchenko I.P.</i> The review of some features of the financial legal mechanism of obligatory social insurance in the republic of Kazakhstan.....	20
<i>Dyussenov B.D.</i> Linguistic features of epigraphic monuments.....	28
<i>Jumadilova Sh.G., Atabay B.Zh.</i> Dynamics of the population savings in Kazakhstan.....	33
<i>Karabalina A.A., Alsitova A.B., Kereimaganbetova Zh.N., Abisheva N.M.</i> The values as critical factor of moral education.....	42
<i>Kenzhebayeva D.K., Urmurzina B.G., Dashqin Mahammadli.</i> The modern youth values in Kazakhstan.....	51
<i>Nurmanova A.S., Mederova D.E., Dyussenov B.D.</i> “Bokeykhanov dynasty taldybeyit necropolis” epigraphic monuments as a historical source.....	67
<i>Kydyrova Zh.Sh., Onlasynov E.Z., Abishova A.U., Shadieva A.A.</i> Research of the situation in the market of milk and dairy products of the south Kazakhstan region.....	79
<i>Abishova G.U., Amanzholov R.A., Mynbayeva B.N., Ibragimova D.I.</i> Readiness of students-biologists for the organization and implementation of projects at the university.....	87
<i>Baltabayeva A.Y., Rizakhoyayeva G.</i> The phenomenon of the great silk road in the cultural integration process.....	91
<i>Burganova R.I., Abdugalina S.E., Tuyakova A.E.</i> Improving the quality of education through student-centered education.....	102
<i>Galiyeva A.Kh., Sadu Zh.N., Kulubekov M.T., Kazbekova L.A.</i> Assessment of the institutional terms of the foreign investments encouragement in Kazakhstan.....	105
<i>Dzhalilov Z.G.</i> Theoretical discourse on islam and politics in foreign humanism of the second half of 20th century.....	112
<i>Dzhumabekova A.T., Kanatova A.ZH.</i> Transformation of the transmission mechanism of the national bank of the republic in the conditions of financial instability.....	119
<i>Suleimenov R.B.</i> Problems and features of the development of migration processes in Kazakhstan and Central Asia.....	124
<i>Yesengulova M.N.</i> Psychological aspects of reintegration and resocialization of “Trouble” adolescents in Kazakhstan.....	134
<i>Zhakisheva K.M., Zhumanova D.T., Mukasheva G.M.</i> The role of monitoring the financial condition of agricultural enterprises in ensuring sustainable development of the agrarian sector of the economy.....	146
<i>Zhakhina B.B.</i> Principles of functional literacy formation of the kazakh language.....	151
<i>Idresova U.Kh., Saduahasova Z.Zh., Mukhanova A.T.</i> Criminalistics.....	156
<i>Savelyeva V.V.</i> Historical and pedagogical bases of formation and development of credit technology in Kazakhstan.....	160
<i>Kaliyeva T.M., Sembiyeva L.M.</i> National Resources and national wealth.....	165
<i>Karimova R., Hajiyeva G.</i> Examining ethno-political and SOCIO-economic transformation of the xinjiang uyghur autonomous region in the context of the PRC national policies.....	176
<i>Kerimbek G., Moldashbayeva L., Jrauova K., Azhmukhamedova A., Misanova A.</i> Analysis and evaluation of reduction of tax recovery of the republic of kazakhstan on the budget of the republic of Kazakhstan.....	185
<i>Zholdasbekova S.A., Parmankulova P.Zh., Assanaliyev M.K.</i> Folk games in the education of children with physical, mental and sensory disturbances.....	195
<i>Moldakenova E.K., Baygabulova K.K., Onaeva B.T.</i> Ways of development of the system of the regional aspect of managing innovative processes in the APC.....	203
<i>Muratova G.K., Shaushenova A.G., Zhumassseitova C.D., Ongarbayeva M.B.</i> Application of cloud technologies in the educational process.....	209
<i>Nesipbekov Ye. N., Appakova G.N.</i> Theoretical aspects of the enterprise investment portfolio set-up.....	214
<i>Nurgabylov M.N., Barlikov E.K., Egemberdieva S.M.</i> Trends of management of the development of meat processing industry in RK.....	220
<i>Nurymbetov T.Ya., Abishova A.U., Urazbaeva G.Zh., Kydyrova Z.Sh., Baineeva P.T., Abishov N.U.</i> Priorities of social support of the population of republic of Kazakhstan in the conditions of modernization.....	224
<i>Rakhimova S. A., Turgumbekova M. M.</i> Programs of government support for sme in the republic of Kazakhstan and measures to enhance their efficiency.....	233
<i>Rudenko Ye.I.</i> Misperception between the states of Central and South Asia as a ‘Soft power’ and information security issue.....	241
<i>Tokhtabayeva Sh. Zh.</i> Treasure-chest.....	251
<i>Utepkaliev K.M., Sabirova R.K., Kenbaeva G.U.</i> Development of public private partnership approach in oil and gas of Kazakhstan.....	260
<i>Mynbayeva D.E.</i> Concept of organization of management accounting in bank.....	265
<i>Sultanova G. S.</i> Pedagogical aspects of formation of professional competence of the bachelor – economist of the new formation.....	271
<i>Shayakhmetova A.A.</i> On the training of teaching staff for inclusive education under the conditions of higher education institution.....	277

**PUBLICATION ETHICS AND PUBLICATION MALPRACTICE
IN THE JOURNALS OF THE NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN**

For information on Ethics in publishing and Ethical guidelines for journal publication see <http://www.elsevier.com/publishingethics> and <http://www.elsevier.com/journal-authors/ethics>.

Submission of an article to the National Academy of Sciences of the Republic of Kazakhstan implies that the work described has not been published previously (except in the form of an abstract or as part of a published lecture or academic thesis or as an electronic preprint, see <http://www.elsevier.com/postingpolicy>), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. In particular, translations into English of papers already published in another language are not accepted.

No other forms of scientific misconduct are allowed, such as plagiarism, falsification, fraudulent data, incorrect interpretation of other works, incorrect citations, etc. The National Academy of Sciences of the Republic of Kazakhstan follows the Code of Conduct of the Committee on Publication Ethics (COPE), and follows the COPE Flowcharts for Resolving Cases of Suspected Misconduct (http://publicationethics.org/files/u2/New_Code.pdf). To verify originality, your article may be checked by the originality detection service Cross Check <http://www.elsevier.com/editors/plagdetect>.

The authors are obliged to participate in peer review process and be ready to provide corrections, clarifications, retractions and apologies when needed. All authors of a paper should have significantly contributed to the research.

The reviewers should provide objective judgments and should point out relevant published works which are not yet cited. Reviewed articles should be treated confidentially. The reviewers will be chosen in such a way that there is no conflict of interests with respect to the research, the authors and/or the research funders.

The editors have complete responsibility and authority to reject or accept a paper, and they will only accept a paper when reasonably certain. They will preserve anonymity of reviewers and promote publication of corrections, clarifications, retractions and apologies when needed. The acceptance of a paper automatically implies the copyright transfer to the National Academy of sciences of the Republic of Kazakhstan.

The Editorial Board of the National Academy of sciences of the Republic of Kazakhstan will monitor and safeguard publishing ethics.

Правила оформления статьи для публикации в журнале смотреть на сайте:

www:nauka-nanrk.kz

social-human.kz

Редакторы *М.С. Ахметова, Т.А. Апендиев, Д.С. Аленов*
Верстка на компьютере *А.М. Кульгинбаевой*

Подписано в печать 08.12.2018
Формат 60x881/8. Бумага офсетная. Печать – ризограф.
17,7 п.л. Тираж 500. Заказ 6.