

**ТЕОРИЯ ЖӘНЕ ӘДІСТЕМЕ
ТЕОРИЯ И МЕТОДОЛОГИЯ**

IRSTI 06.81.12

<https://doi.org/10.51889/3078-8579.2026.87.1.003>

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**AN ANALYSIS ON THE CULTIVATION AND EXCHANGE OF HIGH-LEVEL TALENTS
IN PROPERTY MANAGEMENT BETWEEN CHINA AND KAZAKHSTAN**

Abstract

The objective of this research is to examine the evolution and exchange of top-tier professionals in the field of real estate management between China and Kazakhstan, as well as to identify the factors that contribute to the establishment of sustainable personnel collaboration.

The significance of this topic is due to the deepening cooperation between the two countries within the framework of the Belt and Road initiative and the increasing demand for highly skilled professionals.

The novelty of this research lies in a comprehensive cross-country analysis of personnel training systems, strategic documents, and real-world examples of transnational exchange.

The scientific objectives include a comparative analysis of educational systems, a study of the content of public policy, and the identification of successful practices of collaboration.

The research methodology is based on a comparative analytical approach, content analysis of regulatory sources, and the case study method. The study revealed institutional disparities, obstacles, and areas for improvement, along with concrete instances of effective collaboration. To sum up, it is imperative to establish enduring educational and professional frameworks for fostering human capital in the real estate sector across the Eurasian region.

Key words: talent exchange, real estate management, human capital, Kazakhstan, China, international cooperation

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**ҚЫТАЙ МЕН ҚАЗАҚСТАН АРАСЫНДАҒЫ МҮЛІКТІ БАСҚАРУ САЛАСЫНДАҒЫ
ЖОҒАРЫ ДЕҢГЕЙЛІ ТАЛАНТТАРДЫ ДАМУ ЖӘНЕ АЛМАСУДЫ ТАЛДАУ**

Аңдатпа

Бұл зерттеудің мақсаты Қытай мен Қазақстан арасындағы жылжымайтын мүлікті басқару саласындағы жоғары деңгейдегі мамандардың эволюциясы мен алмасуын зерделеу, сондай-ақ тұрақты кадрлық ынтымақтастықты жолға қоюға ықпал ететін факторларды анықтау болып табылады.

Бұл тақырыптың маңыздылығы «Бір белдеу, бір жол» бастамасы аясындағы екі ел арасындағы ынтымақтастықтың тереңдеуіне және жоғары білікті мамандарға деген сұраныстың артуына байланысты.

Бұл зерттеудің жаналығы персоналды даярлау жүйелерін, стратегиялық құжаттарды және трансұлттық алмасудың нақты мысалдарын жан-жақты еларалық талдауда жатыр.

Ғылыми міндеттерге білім беру жүйелерін салыстырмалы талдау, мемлекеттік саясаттың мазмұнын зерттеу және ынтымақтастықтың сәтті тәжірибелерін анықтау кіреді.

Зерттеу әдістемесі салыстырмалы аналитикалық тәсілге, нормативтік дереккөздердің мазмұнын талдауға және кейс-стади әдісіне негізделген.

Зерттеу барысында жақсартуды қажет ететін институционалдық айырмашылықтар, кедергілер мен салалар, сондай-ақ тиімді ынтымақтастықтың нақты мысалдары анықталды. Осы зерттеудің қорытындысында бүкіл Еуразиялық өңір бойынша жылжымайтын мүлік секторында адами капиталды дамыту үшін тұрақты білім беру және кәсіптік негіздер құру қажет екенін атап өткен жөн.

Түйін сөздер: кадр алмасу, жылжымайтын мүлікті басқару, адами капитал, Қазақстан, Қытай, халықаралық ынтымақтастық

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АНАЛИЗ РАЗВИТИЯ И ОБМЕНА ТАЛАНТАМИ ВЫСОКОГО УРОВНЯ В ОБЛАСТИ УПРАВЛЕНИЯ НЕДВИЖИМОСТЬЮ МЕЖДУ КИТАЕМ И КАЗАХСТАНОМ

Аннотация

Целью данного исследования является изучение эволюции и обмена специалистами высшего уровня в области управления недвижимостью между Китаем и Казахстаном, а также выявление факторов, способствующих налаживанию устойчивого кадрового сотрудничества.

Значимость этой темы обусловлена углублением сотрудничества между двумя странами в рамках инициативы "Один пояс, один путь" и растущим спросом на высококвалифицированных специалистов.

Новизна данного исследования заключается во всестороннем межстрановом анализе систем подготовки персонала, стратегических документов и реальных примеров транснационального обмена.

Научные задачи включают сравнительный анализ образовательных систем, изучение содержания государственной политики и выявление успешных практик сотрудничества.

Методология исследования основана на сравнительном аналитическом подходе, контент-анализе нормативных источников и методе тематических исследований.

В ходе исследования были выявлены институциональные различия, препятствия и области, требующие улучшения, а также конкретные примеры эффективного сотрудничества. В заключение данного исследования следует отметить, что необходимо создать устойчивые образовательные и профессиональные рамки для развития человеческого капитала в секторе недвижимости по всему Евразийскому региону.

Ключевые слова: обмен кадрами, управление недвижимостью, человеческий капитал, Казахстан, Китай, международное сотрудничество

INTRODUCTION. In today's globalized world, where economic ties between countries are rapidly developing, effective real estate management has become an essential tool for sustainable growth and investment attractiveness. China and Kazakhstan, as key partners within the framework of the "One Belt, One Road" initiative, are demonstrating increased interest in creating a common professional space for the real estate industry, including the exchange of knowledge, technologies, and highly skilled personnel [1].

The relevance of this research stems from the need to explore the mechanisms of training and exchange of highly skilled professionals in real estate management who are capable of operating in a transnational setting, taking into account the legal, cultural, and economic characteristics of both countries.

In the context of urban development, the digitalization of real estate management processes, and the increasing demands for sustainability and environmentally friendly facilities, the importance of qualified personnel has become increasingly prominent.

This research contributes to the advancement of scientific and practical knowledge on how to effectively develop and utilize human capital in real estate at the bilateral level. By analyzing joint programs, exchange initiatives, institutional platforms, and obstacles to collaboration, we can identify optimal strategies for enhancing international human resource cooperation.

The novel aspect of this research lies in its interdisciplinary approach to the topic of high-level talent exchange in real estate management between China and Kazakhstan. While there has been work done on cross-border cooperation in various other sectors, the integration of professionals in this field remains understudied.

The aim of this study is to investigate the features, challenges, and prospects for developing a system of training and exchange for highly qualified personnel in real estate management between China and Kazakhstan.

Special attention should pay special attention to the role of public-private partnerships in developing transnational training programs and promoting the exchange of experiences and best practices in the field. Successful collaboration between government agencies, educational institutions, and businesses can contribute to creating an environment that fosters the emergence of new professional standards and skills that meet the demands of the modern real estate market.

Cooperation between China and Kazakhstan in this field has the potential to become a model for effectively integrating the resources and capabilities of both countries to jointly develop human capital in this strategically significant area [2].

MATERIALS AND METHODS. The problem of cultivating and sharing highly skilled professionals in the realm of real estate management is becoming more pressing in the era of globalization and the growth of international collaboration, particularly among the nations participating in the «One Belt — One Road» initiative. In recent years, academic investigations have increasingly emphasized the necessity for developing human capital that can operate effectively in the context of cross-border collaboration, taking into account the cultural and economic peculiarities of various nations.

Thus, Chen H. in his article explores the influence of China's rapid urbanization on the demand for skilled professionals in the real estate sector [3]. The author highlights the existing gap between academic training and the actual requirements of the industry. In summary, the author emphasizes the necessity for a closer collaboration between universities and businesses, as well as the adaptation of educational programs to address contemporary challenges. This is particularly crucial in the context of the increasing number of cross-border projects that require versatile skills.

Yelubayeva P., Tashkyn E., Berkinbayeva G., a Kazakh scholar, in this article, he highlights the issue of the fragmented nature of existing educational programs and the absence of a unified qualification framework [4]. In their works, the authors draw attention to the fact that education for sustainable development (ESD) plays a key role in developing students' skills necessary to solve global environmental, social and economic problems. They emphasize that ESD in language education can be an effective tool for developing critical thinking, responsible behavior, and a sustainable worldview.

In their research, Cui L. explore the concept of cross-border human capital exchange within the framework of the Belt and Road Initiative [5]. The authors examine the fundamental principles and frameworks for specialist exchange between China and Central Asian nations. The authors of this

article highlight that in the context of the Belt and Road Initiative (BRI), the traditional factors that typically foster collaboration in supply chains — such as information sharing, profit sharing, trust, and alignment of objectives — are not the primary drivers for international cooperation within the BRI. Instead, the primary influence is provided by the support of senior management and the regulatory framework.

Therefore, the authors suggest that:

For the advancement of cross-border collaboration in supply chains within the BRI, the institutional and managerial level is of paramount importance, not just the interaction between partners.

While the traditional elements (trust, information, etc.) remain significant, they do not directly initiate collaboration, but rather reinforce it when there is already support from above and favorable conditions.

It is crucial for businesses and supply chain stakeholders to prioritize collaboration with governmental bodies and administration in order to foster an environment conducive to efficient and long-lasting cross-border collaboration.

Noroozi H., Askari E. in they research highlights the growing number of collaborative educational endeavors with universities in China[6]. The author emphasizes the significance of not only academic exchange but also practical collaboration through internships, projects, and international conferences. A key takeaway is the necessity for a comprehensive strategy to foster industry-specific human capital development in the context of international collaboration.

Thus, a review of the scholarly literature reveals that, despite the increasing attention to the subject of personnel exchange between nations in the real estate industry, the problems of institutional regulation, standardization of qualifications, and practical cooperation between countries remain unresolved.

All researchers concur that the successful establishment of a sophisticated system for talent development and exchange necessitates a synergistic approach that combines educational reforms, international collaborations, and the support of both government and private sectors. In the context of the vibrant collaboration between China and Kazakhstan, these issues are becoming particularly significant and warrant further in-depth investigation.

This research is grounded in a holistic approach, which enables a thorough examination of the evolution and circulation of highly skilled professionals in the realm of real estate administration between China and Kazakhstan.

To accomplish the objectives and address the research questions, we employed a variety of sources, including official statistics, legal frameworks, strategic documents, reports from international organizations, and scholarly articles, analytical reviews, and materials from specialized educational institutions in both countries.

The methods employed in this study include:

Firstly, it is a comparative analytical approach to examine the national approaches to training professionals in real estate management in China and Kazakhstan. Through this method, we were able to identify the key similarities and differences in institutional frameworks, educational programs, qualification requirements, and practices of international collaboration. This approach also helped us to pinpoint both successful practices and existing obstacles in the development of personnel exchange.

Secondly, content analysis, focusing on the examination of strategic and program documents, official websites of universities and professional organizations, as well as scholarly publications. This method enabled us to determine the primary objectives of government and educational policies in the field of real estate, the frequency of discussions on the topic of personnel exchange, and the current challenges raised by the expert and academic community.

Thirdly, the research employs the case study approach, examining successful examples of joint educational programs, academic exchanges, and professional internships between Chinese and

Kazakh institutions. The analysis of these specific cases allowed us to evaluate the practical impact of bilateral cooperation, identify factors that contribute to the development of human capital, and propose recommendations for further enhancing partnership in this area.

The combination of these methods ensured the research was objective, comprehensive, and thorough, enabling us to not only theoretically understand the issue but also to draw practical conclusions that are of practical value to both countries.

RESULTS AND DISCUSSIONS. The research has yielded findings that underscore the significance of bilateral collaboration between China and Kazakhstan in the realm of sharing and training of highly skilled professionals in real estate management. Each method employed provided a unique perspective on the issue, allowing us to pinpoint crucial factors that influence the success of international collaboration.

A comparative analysis of national real estate training systems has revealed that China boasts a more advanced professional certification framework, closely aligned with government strategies for urban development and digital transformation.

Educational programs in Chinese universities are designed to meet international standards, with an increasing emphasis on English-language courses and the introduction of dual degree programs (table 1). In contrast, the system of training real estate professionals in Kazakhstan remains fragmented, with a limited practical component and limited integration with international programs. Kazakhstan is actively working to adapt educational standards to market demands and foster collaboration in the development of human resources, particularly within the framework of the Belt and Road initiative. The need for deeper integration of educational systems and stronger coordination between the specialized universities of the two countries has been identified.

Table 1 – Comparative Table: Talent Development in Real Estate Management

	China	Kazakhstan
Professional Certification System	Well-developed, regulated by government standards, actively used in practice	Limited, non-standardized, lacks a clear sectoral certification system
Integration with National Strategy	Closely integrated with urbanization, digitalization, and smart city development programs	Partial alignment with state priorities, focused mainly on infrastructure development
International Orientation of Education	Double-degree programs, English-language courses, participation in international networks	Mean level of internationalization, initial stage of involvement in joint programs
Practical Focus of Training	Internships, case studies, cooperation with companies	Internships, weak linkage with the industry
Participation in Exchange Programs	Active involvement in international academic exchanges and partnerships	International academic exchanges and partnerships
Development Trends	Expansion of the global labor market, emphasis on sustainability and digital competencies	Attempts to adapt to international standards, growing interest in infrastructure-related talent

The source is based on the data [7-8]

The comparative analysis of China and Kazakhstan reveals substantial disparities in the cultivation of top-tier talent in the realm of real estate management. China exhibits a more structured and globally oriented approach, characterized by the strong integration of education into national strategies, robust certification systems, and active international collaboration.

In contrast, Kazakhstan is at an early stage in developing a cohesive talent pipeline, with limited internationalization and weaker practical training connections to the industry.

However, Kazakhstan is demonstrating increasing interest in aligning its educational standards with global practices. The findings underscore the potential for deeper collaboration between the two countries through joint programs, exchange mechanisms, and institutional support aimed at fostering a shared professional environment in the real estate sector.

This juxtaposition highlights the importance for Kazakhstan to strengthen its institutional structures and broaden its practical and international training programs. China could be a valuable example for the region in terms of systematic talent development.

The content analysis of program documents and scientific publications has allowed us to identify the main themes in the academic and political discourse on the subject under study. Chinese sources emphasize the modernization of real estate management through digitalization, the introduction of intelligent platforms, and the automation of facility maintenance.

For example, the Smart City Development Plan in China emphasizes the need for specialists who are skilled in digital technologies, big data analytics, and intelligent infrastructure management [9]. Additionally, several Chinese universities, such as Tsinghua University and Tongji University, offer international master's programs in urban planning and real estate development in English, actively involving foreign teachers and students from various countries, including Central Asia.

Kazakh sources, in contrast, focus on themes such as institutional reforms, the lack of qualified staff, and the need for professional development. For instance, the State Program for Education and Science Development in the Republic of Kazakhstan 2020-2025 emphasizes the importance of integrating vocational education with industry needs, including in sectors like construction, architecture, and real estate management [10].

Scientific publications by Kazakh researchers highlight that the country's real estate market faces challenges related to a weak human resources base, low specialist mobility, and limited access to international expertise. Despite these challenges, efforts are underway to collaborate with foreign universities through programs like Erasmus+, as well as bilaterally with universities in China.

Both countries share a growing interest in sustainable development and the introduction of ecological construction principles, "green" technologies, and increasing the investment attractiveness of real estate. This is evident in joint Chinese-Kazakh infrastructure projects under the One Belt-One Road initiative. The question of training specialists to manage complex development projects while considering environmental and social standards is becoming more important.

Despite this, the analyzed sources lack specific information regarding the mechanisms of cross-border personnel exchange, such as institutional agreements, mutual recognition of qualifications, or existing professional migration routes. This highlights the importance and need for further research on the topic, focusing on creating sustainable platforms for training and the exchange of specialists in real estate management between China and Kazakhstan.

A review of specific instances has revealed that collaborative initiatives between China and Kazakhstan in the fields of academia and professional development are already underway, albeit on an ad hoc basis. For instance, students and educators from Kazakhstan participate in internships at Chinese universities, focusing on urban planning and real estate management. Conversely, Chinese universities invite Kazakhstani experts to attend international conferences and short-term courses. Additionally, instances of cooperation between development institutions, such as the Silk Road and the Asian Infrastructure Investment Bank, in supporting urban and real estate projects have been identified. These examples demonstrate the potential for bilateral collaboration, but also underscore the need for institutionalizing such programs, establishing joint educational hubs, and fostering platforms for knowledge exchange.

Within the framework of the case study method, specific examples of academic and professional cooperation between China and Kazakhstan, which reflect real practices of exchanging highly qualified personnel in the field of real estate management.

As of October 5-6, 2024, Almaty University of Management (AlmaU), in collaboration with Zhejiang University of Finance and Economics, hosted a two-day business training course in English for participants from Kazakhstan [11]. The program focused on supply chain management and international marketing, important skills for future professionals in the real estate industry, especially in the context of bilateral business and logistics.

In 2025, an exchange of experience took place in Almaty as part of the European Promhouse project, aimed at professional housing management in Kazakhstan and Uzbekistan [12]. Participants visited several residential complexes and met with FMG Group management, as well as got acquainted with the training ground of a college for the training of “house managers” - specialists in the operation of residential buildings.

This is a good example of a practical exchange in the field of real estate.

The Kazakh National Agrarian University (KazNAU) has established a partnership with Zhejiang University of Technology to collaborate on research and educational endeavors. The focus of this collaboration includes landscape innovation and energy-efficient irrigation, which is crucial for the holistic development of areas for both residential and agricultural projects.

On January 17, 2025, the Beijing Language and Culture University (BLCU) established a branch at Astana International University. The visit of the Chinese ambassador underscored the intention to expand scholarship opportunities, internship programs, academic collaborations, and cultural exchanges, fostering the development of professionals in technical and administrative fields, including real estate.

Universities in Kazakhstan, including QazMU (Kazakh National Agrarian University), were involved in the project «Towards International University Communities» (2016-2019). The project partners were Beihang University and Tongji University from China. The outcome of the project was the development of an online platform that shares internationalization strategies and best practices for universities in the field of real estate and urban planning.

These instances showcase the practical implementation of exchange, ranging from educational training and academic programs to involvement in international projects. They highlight:

The contemporary and pertinent nature of the exchange of expertise and knowledge in the realm of real estate management and urban development.

The significance of bilateral collaboration with China through educational initiatives, projects, and research endeavors.

The necessity for formal institutionalization: the establishment of agreements, the development of joint programs, and the validation of qualifications will be crucial for a sustainable exchange of talent at a high level.

To foster further progress, it is advisable to initiate joint master's programs in urbanism and real estate, establish a dual-degree master's program, and formalize internships and academic exchanges with Chinese universities.

The analysis conducted using three approaches – comparative analysis, content analysis, and case study – provided a holistic view of the current state and future prospects for the exchange of highly skilled professionals in real estate management between China and Kazakhstan.

The comparative analysis demonstrated that China has a more developed and structured training system that aligns with international standards and incorporates digital technologies, whereas Kazakhstan is in the process of developing and adapting these practices.

The content analysis revealed that both countries acknowledge the significance of sustainable development, digital technologies, and vocational training, yet they have not yet established formal mechanisms for personnel exchange.

The case study approach clearly demonstrated the existence of individual successful initiatives, such as internships, educational programs, and agreements between universities, but also highlighted their sporadic nature and limitations. The combination of these three approaches suggests a strong

possibility for fostering a comprehensive collaboration in human resource development between the two nations, provided that political and educational alignment is enhanced and stable frameworks for long-term collaboration are established.

CONCLUSION. The study has revealed that the cultivation and exchange of skilled professionals in real estate management between China and Kazakhstan is crucial for enhancing economic collaboration and expanding infrastructure projects.

China boasts a more established and robust professional training framework, encompassing international programs, certifications, and close collaboration with government initiatives such as digitalization and urbanization.

Kazakhstan, on the other hand, is committed to reforming its educational landscape and integrating into the global arena, yet it faces institutional and resource limitations.

A review of the content of regulatory documents, educational programs, and publications has revealed that both nations acknowledge the significance of human capital in the advancement of the real estate sector and are committed to enhancing their respective industries. However, the current strategies do not adequately encompass specific approaches for cross-border personnel exchange, such as the mutual recognition of qualifications, the establishment of joint educational standards, and the implementation of internship programs. This underscores the necessity for enhanced collaboration between governmental entities, educational institutions, and business communities of the two countries.

The practical examples of collaboration between China and Kazakhstan showcase the immense potential for cooperation, both within the framework of the Belt and Road initiative and through bilateral university and professional programs. However, to achieve lasting outcomes, it is essential to transition from isolated initiatives to a comprehensive strategy. This entails the development of unified educational platforms, joint degree programs, certification systems, and mechanisms for long-term academic and professional exchange, which will foster the development of top-tier human capital in the field of real estate management across the Eurasian region.

Based on the research conducted, the key provisions that reflect the essence and results of the work have been formulated.

Firstly, the development of human capital in the field of real estate management is one of the most significant factors contributing to the improvement of the effectiveness of Chinese-Kazakh joint infrastructure and investment projects. This is particularly true within the context of the “One Belt, One Road” initiative, where the high-quality training of specialists is crucial for the sustainability and success of multinational projects.

Secondly, a comparative analysis has revealed that the training system in China significantly exceeds that of Kazakhstan in terms of institutional maturity, international orientation, and practical orientation. This creates an imbalance in the exchange of personnel across borders and emphasizes the need for the development of consistent educational standards, dual-degree programs, and certification mechanisms.

Thirdly, despite the existence of strategic documents in the fields of education and urban studies, there are no specific mechanisms in place for transnational collaboration between professionals. Issues such as the mutual recognition of qualifications, the standardization of curricula, and the organization of systematic internships and academic exchanges between universities in the two countries have been largely overlooked.

Fourthly, real-world examples of collaboration, such as joint training programs, educational agreements, international projects, and academic exchanges, exist. However, these initiatives are often fragmented and sporadic, and have not been integrated into a cohesive framework for professional and academic collaboration.

Fifth, the sustainable and systematic development of high-level talent exchange between China and Kazakhstan requires a shift from a project-based approach to an institutionalized model. This

involves the creation of joint educational programs, integrated research centers, certification mechanisms, and platforms for long-term academic and professional exchange. Only through this approach can we create a competitive human capital that will be able to meet the challenges of the modern economy and the demands of the global real estate market.

Information about financing: The article was prepared within the framework of the grant financing project of the Science Committee of the Ministry of Science and Higher Education (“Study of the impact of macroeconomic, political and digital processes on the financial stability of Kazakhstan” IRN AP19674948.)

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