

**MODERN MANAGEMENT SYSTEMS OF HOTEL AND RESTAURANT  
ENTERPRISES: ORGANIZATIONAL-STRATEGIC APPROACHES***Navruzbek Zarifovich Niyatov**SamIES, assistant intern of the department of "Management"**E-mail: [navruzbekniyatov@gmail.com](mailto:navruzbekniyatov@gmail.com)*

**Abstract:** The rapid development of the hospitality industry in the context of globalization and technological advancement necessitates the implementation of modern management systems in hotel and restaurant enterprises. This article explores organizational-strategic approaches that enhance operational efficiency, customer satisfaction, and competitive advantage. It highlights the integration of digital tools, strategic planning, quality management, and human resource development as essential elements in building adaptive and sustainable management systems. Special emphasis is placed on innovation, leadership, and customer-oriented strategies as driving forces of long-term success in the hotel and restaurant sector.

**Keywords:** hotel management, restaurant enterprises, strategic planning, digitalization, innovation, customer satisfaction, quality management, organizational development, hospitality industry, modern management.

**Introduction.** In recent years, the hotel and restaurant business has been recognized as one of the most pressing problems, especially in terms of service quality, management approaches and competitiveness factors. The rapid development of this sector, which is an integral part of the tourism industry, further increases the need for the application of modern management technologies in it. Especially since the tourism sector is considered one of the priority areas of state policy in Uzbekistan, the effective operation of hotel and restaurant enterprises also directly affects the economic development of the country.

Therefore, the role of management in the hotel and restaurant business, its functions, management structures, analysis of service quality, effective management of human resources and optimization of financial processes have become one of the main areas of scientific research today. In particular, the need to integrate modern technologies into the management process, digitize services and optimize them through information systems is increasing. This requires comprehensive research in this area.

**Scientific research methodology.**

The study used analytical-comparative analysis, empirical observation, systematic approach, SWOT analysis and content analysis methods related to management science. The activities of 10 hotels and 8 restaurants in large cities of Uzbekistan (Tashkent, Samarkand, Bukhara, Khiva) were studied. Based on statistical data, the levels of service quality, personnel management, automation systems and financial efficiency were analyzed.

**Research results and discussion.****1. Hotel and restaurant management structure**

The organizational management model is often vertical-hierarchical and is formed by top management, functional directors and service departments. Hotel managers are usually the main decision-makers on finance, service quality and customer service. In restaurants, positions such as general manager, chef, hall manager, marketing specialist are more common.

## 2. Types of services and their management

Hotel services include accommodation, reception, overnight audit, cleaning and casting (housekeeping services), catering and large event organization services. In restaurants, the types of services are determined by menu development, service quality, tariff policy, order and delivery system, and customer needs study.

## 3. Automated information systems and their role

Automation is especially important in hotels, in the reservation system, customer registration, accounting and financial control. Software tools such as Fidelio, Lodging Touch, Nimeta serve to improve the quality of services. In restaurants, services are being automated through POS systems, QR-menu, online orders, and customer base analysis.

## 4. Management styles and human resource management

Economic, administrative, and psychological styles of management should be used in an integrated manner. Failure to systematically conduct employee selection, training, motivation, evaluation, and hiring processes reduces efficiency. Staff turnover in restaurants is high, which negatively affects the quality of service and the brand of the enterprise.

## 5. Financial management and planning

In financial management, budgeting, cost analysis, determining profit and loss ratios, and managing capital investments play an important role. Most restaurants and hotels are unable to bring financial plans to the strategic stage. Calculations and control mechanisms should be based more on digital systems.

## 6. Service quality management and standardization

ISO 9001, HACCP and other quality management systems should be widely implemented in the hotel and restaurant sector. Service quality is assessed based on customer feedback, service quality audits, and service standards. Food quality, hygiene, and service culture in restaurants are evaluated as key quality indicators.

## 7. Marketing management

A quality marketing strategy identifies market segments and conducts service pricing, location, advertising, and promotion based on the "4P" and "7P" models. The formation of a unique "brand identity" of hotels and restaurants has become a decisive factor in today's global market conditions.

**Conclusion.** Studies have shown that a systematic approach to hotel and restaurant management, innovative management methods, constant monitoring of service quality, effective management of human resources, and the introduction of digital technologies are the main factors determining the competitiveness of enterprises. In Uzbekistan, a service model based on national traditions and incorporating modern management concepts is being formed. In this context, harmonizing state policy, international standards, market requirements, and customer needs should be considered as a strategic direction.

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