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**PRAVNI OKVIR I SUSTAVI UPRAVLJANJA KVALITETOM U TURIZMU I  
HOTELIJERSTVU U BOSNI I HERCEGOVINI**

**SAŽETAK**

Suvremeni uvjeti poslovanja smatraju kvalitetu jednim od jako važnih preduvjeta opstanka i razvoja svakog gospodarskog društva. Stoga ponuđači proizvoda i usluga nastoje svoje poslovne sustave temeljiti na potrebama i zahtjevima svojih kupaca, što je dovelo do razvoja nove filozofije upravljanja i vođenja poslovnih sustava – Upravljanje potpunom kvalitetom (TQM-Total Quality Management).

Upravljanje kvalitetom u turizmu i hotelijerstvu je veoma složeno jer ono treba osigurati visoku razinu kvalitete smještaja, ishrane i drugih usluga koje su prateće aktivnosti u hotelijerstvu, a bez kojih nema potpune usluge gostu. To nije nimalo lagan zadatak za ova gospodarska društva jer ona moraju pronaći načine kako i s kakvom organizacijom će pomiriti svoje potrebe za ostvarivanjem profita uz istodobno zadovoljavanje potreba gostiju, ali i svojih radnika i suradnika/vjerovnika kao i društvene zajednice.

U ovoj doktorskoj disertaciji je dokazano da:

- Uvođenje standarda kvalitete u hotelijerstvo i turizam Bosne i Hercegovine preduvjet su za njihov opstanak i/ili konkurentnost na turističkom tržištu Bosne i Hercegovine i međunarodnom turističkom tržištu.
- Hoteli Bosne i Hercegovine koji imaju certificirani sustav kvalitete imaju liderski položaj na tržištu Bosne i Hercegovine.
- Racionalna pravna infrastruktura sustava upravljanja kvalitetom osigurava djelotvornost ovog sustava i prvi je uvjet za stjecanje povjerenja i lojalnosti klijenata u sektoru hotelijerstva i turizma.
- Postojeća zakonska regulativa Bosne i Hercegovine nije usklađena s regulativom Europske Unije, što gospodarska društva u djelatnosti turizma i hotelijerstva stavlja u inferioran položaj.
- Hoteli koji imaju certificirani sustav kvalitete zapošljavaju obrazovaniji management.

**Ključne riječi:** sustav upravljanja kvalitetom, konkurentnost, pravna infrastruktura, zakonska regulativa, zadovoljavanje potrebe gostiju

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**LEGAL FRAMEWORK AND QUALITY MANAGEMENT SYSTEMS IN TOURISM  
AND HOSPITALITY IN BOSNIA AND HERZEGOVINA**

**SUMMARY**

Modern conditions of business consider the quality to be one of the most important prerequisites for the survival and development of every economic society. Therefore, product and service providers try to base their business systems on the needs and demands of their customers, leading to the development of a new philosophy of managing and leading business systems - Total Quality Management (TQM).

Quality management in tourism and hospitality is very complex because it needs to provide a high level of quality accommodation, food and other services which are supporting activities in the hotel industry and without which there guest no have complete service .This is not a easy task for these companies because they have to find ways how and with what organization they will reconcile their needs for achievement profit while meeting the needs of their guests, but also their employees and associates / creditors as well as the social community.

In this doctoral dissertation it is proved that:

- The introduction of quality standards in hotel and tourism in Bosnia and Herzegovina are prerequisites for their survival and / or competitiveness on the tourist market of Bosnia and Herzegovina and the international tourist market.
- Hotels of Bosnia and Herzegovina that have a certified quality system have a leading position on the market of Bosnia and Herzegovina.
- Rational legal infrastructure of the quality management system ensures the effectiveness of this system and is the first condition for gaining trust and loyalty of clients in the hotel and tourism sector.
- The existing legal regulation of Bosnia and Herzegovina is not in line with the EU regulations, which puts economic companies in the tourism and hotel industry in an inferior position.
- Hotels with a certified quality system employ more educated management.

**Key words:** quality management system, competitiveness, legal infrastructure, legal regulation, meeting the needs of guests