

# CO457 Business Modelling Notes for Task 5 CW1

## Introduction:

In CW1 for CO457 Business Modelling the 5<sup>th</sup> Task states:

### *1. Functional and Non-Functional Requirements for Restaurant Departments*

*Create a table showing the functional and non-functional requirements of the case study project for each department within the restaurant (Bar; Dining; Kitchen; Back Office)*

This 5<sup>th</sup> Task is asking you to create a table for functional and non-functional requirements related to the restaurant project for each department. The TWO key elements of the project are ISO 9001 Certification and Improved Staff Training. This means that when you are creating your functional and non-functional requirements you must relate them specifically to these two elements.

ISO 9001 Certification is outlined via the ISO website at:

<http://www.iso.org/iso/pub100080.pdf>

You should be using the Seven Principals of the ISO 9001 to develop your table model for this task. The Seven Principals are:

1. Customer focus
2. Leadership
3. Engagement of people
4. Process approach
5. Improvement
6. Evidence-based decision making
7. Relationship management

For each of the Seven Principals the ISO have listed some Key Benefits and Actions for implementing them within a business. You should use these Key Benefits and Actions to help determine specific functional and non-functional requirements for each department.

**TIP:** For this task it may be much easier to study the ISO 9001 Benefits and Actions for each of the Seven Principals and then work out possible Functional and Non-Functional Requirements that would relate to them within a restaurant, rather than the other way around.

### *1. Customer Focus: Key Benefits*

- Increased customer value
- Increased customer satisfaction
- Improved customer loyalty
- Enhanced repeat business
- Enhanced reputation of the organization
- Expanded customer base
- Increased revenue and market share

### *1. Customer Focus: Actions*

- Recognize direct and indirect customers as those who receive value from the organization.
- Understand customers' current and future needs and expectations.

- Link the organization's objectives to customer needs and expectations.
- Communicate customer needs and expectations throughout the organization.
- Plan, design, develop, produce, deliver and support goods and services to meet customer needs and expectations.
- Measure and monitor customer satisfaction and take appropriate actions.
- Determine and take actions on interested parties' needs and expectations that can affect customer satisfaction.
- Actively manage relationships with customers to achieve sustained success.

## 2. Leadership: Key benefits

- Increased effectiveness and efficiency in meeting the organization's quality objectives
- Better coordination of the organization's processes
- Improved communication between levels and functions of the organization
- Development and improvement of the capability of the organization and its people to deliver desired results

### 2. Leadership: Actions

- Communicate the organization's mission, vision, strategy, policies and processes throughout the organization.
- Create and sustain shared values, fairness and ethical models for behaviour at all levels of the organization.
- Establish a culture of trust and integrity.
- Encourage an organization-wide commitment to quality.
- Ensure that leaders at all levels are positive examples to people in the organization.
- Provide people with the required resources, training and authority to act with accountability.
- Inspire, encourage and recognize people's contribution.

### 3. Engagement of people: Key benefits

- Improved understanding of the organization's quality objectives by people in the organization and increased motivation to achieve them
- Enhanced involvement of people in improvement activities
- Enhanced personal development, initiatives and creativity
- Enhanced people satisfaction
- Enhanced trust and collaboration throughout the organization
- Increased attention to shared values and culture throughout the organization

### 3. Engagement of people: Actions

- Communicate with people to promote understanding of the importance of their individual contribution.
- Promote collaboration throughout the organization.
- Facilitate open discussion and sharing of knowledge and experience.
- Empower people to determine constraints to performance and to take initiatives without fear.
- Recognize and acknowledge people's contribution, learning and improvement.
- Enable self-evaluation of performance against personal objectives.

- Conduct surveys to assess people's satisfaction, communicate the results, and take appropriate actions

#### *4. Process approach: Key benefits*

- Enhanced ability to focus effort on key processes
- and opportunities for improvement
- Consistent and predictable outcomes through
- a system of aligned processes
- Optimized performance through effective process management, efficient use of resources, and reduced cross-functional barriers
- Enabling the organization to provide confidence to interested parties as to its consistency, effectiveness and efficiency

#### *4. Process approach: Actions*

- Define objectives of the system and processes necessary to achieve them.
- Establish authority, responsibility and accountability for managing processes.
- Understand the organization's capabilities and determine resource constraints prior to action.
- Determine process interdependencies and analyse the effect of modifications to individual processes on the system as a whole.
- Manage processes and their interrelations as a system to achieve the organization's quality objectives effectively and efficiently.
- Ensure the necessary information is available to operate and improve the processes and to monitor, analyse and evaluate the performance of the overall system.
- Manage risks that can affect outputs of the processes and overall outcomes of the quality management system

#### *5. Improvement: Key benefits*

- Improved process performance, organizational capabilities and customer satisfaction
- Enhanced focus on root-cause investigation and determination, followed by prevention and corrective actions
- Enhanced ability to anticipate and react to internal and external risks and opportunities
- Enhanced consideration of both incremental and breakthrough improvement
- Improved use of learning for improvement
- Enhanced drive for innovation

#### *5. Improvement: Actions*

- Promote establishment of improvement objectives at all levels of the organization.
- Educate and train people at all levels on how to apply basic tools and methodologies to achieve improvement objectives.
- Ensure people are competent to successfully promote and complete improvement projects.
- Develop and deploy processes to implement improvement projects throughout the organization.
- Track, review and audit the planning, implementation, completion and results of improvement projects.
- Integrate improvement considerations into the development of new or modified goods, services and processes.

- Recognize and acknowledge improvement

#### *6. Evidence-based decision making: Key benefits*

- Improved decision-making processes
- Improved assessment of process performance and ability to achieve objectives
- Improved operational effectiveness and efficiency
- Increased ability to review, challenge and change opinions and decisions
- Increased ability to demonstrate the effectiveness of past decisions

#### *6. Evidence-based decision making: Actions*

- Determine, measure and monitor key indicators to demonstrate the organization's performance.
- Make all data needed available to the relevant people.
- Ensure that data and information are sufficiently accurate, reliable and secure.
- Analyse and evaluate data and information using suitable methods.
- Ensure people are competent to analyse and evaluate data as needed.
- Make decisions and take actions based on evidence, balanced with experience and intuition.

#### *7. Relationship management: Key benefits*

- Enhanced performance of the organization and its interested parties through responding to the opportunities and constraints related to each interested party
- Common understanding of goals and values among interested parties
- Increased capability to create value for interested parties by sharing resources and competence and managing quality-related risks
- A well-managed supply chain that provides a stable flow of goods and services

#### *7. Relationship management: Actions*

- Determine relevant interested parties (such as suppliers, partners, customers, investors, employees, and society as a whole) and their relationship with the organization.
- Determine and prioritize interested party relationships that need to be managed.
- Establish relationships that balance short-term gains with long-term considerations.
- Pool and share information, expertise and resources with relevant interested parties.
- Measure performance and provide performance feedback to interested parties, as appropriate, to enhance improvement initiatives.
- Establish collaborative development and improvement activities with suppliers, partners and other interested parties.
- Encourage and recognize improvements and achievements by suppliers and partners.

## **What to consider when developing your model Functional and Non-Functional Requirements Table**

Business modelling is all about collecting, categorising and presenting information, so that it can be used to inform strategic and tactical decisions for the hopeful improvement to the business as a whole.

In terms of the Functional and Non-Functional Requirements Table you need to try and capture not only the functional and non-functional requirements, but also how they relate to the ISO and Employee Training objectives of the overall restaurant project.

You should include:

<b>Headings to Include</b>	<b>What to include for each entry</b>
Department Name	You need to make it clear which restaurant department specific Functional and Non-Functional requirements relate to e.g. <b>Kitchen</b> .
Functional Requirement	Here you will describe the functional requirement for the named department e.g. <b>Daily team meeting</b> .
ISO Principal: Functional	Here you will state which of the seven ISO 9001 Principals the Functional Requirement you have just described relates to e.g. <b>Engagement of people</b> . It may be that some Functional Requirements relate to multiple ISO Principals.
ISO Benefit: Functional	Here you will state which of the specific ISO 9001 Principal Benefits the Functional Requirement you have just described relates to e.g. <b>'Enhanced involvement of people in improvement activities'</b> . It may be that some Functional Requirements relate to multiple ISO Principal Benefits.
ISO Action: Functional	Here you will state which of the specific ISO 9001 Principal Actions the Functional Requirement you have just described relates to e.g. <b>'Facilitate open discussion and sharing of knowledge and experience'</b> . It may be that some Functional Requirements relate to multiple ISO Principal Actions.
Staff Training: Functional	Here you should describe any specific staff training that would be related to the Functional Requirement you have just described e.g. <b>Note taking skills training for head chef</b> .
Stakeholders: Functional	Here you should list any stakeholders who would be involved in the Functional Requirement you have just described e.g. <b>Executive Chef, Line Chefs, Sous Chef and Cleaners</b>
Equipment/Resources: Functional	Here you should list any restaurant equipment or resources which would be involved in the Functional Requirement you have just described e.g. <b>Flip chart and laptop to take notes on</b> .
Non- Functional Requirement	Here you will describe the Non-Functional Requirement for the named department e.g. <b>Each month one member of the departments food preparation team is asked to make a presentation of a specific technical skill that they</b>

	<b>have learnt during that month to the rest of their team</b>
ISO Principal: Non-Functional	Here you will state which of the seven ISO 9001 Principals the Non-Functional Requirement you have just described relates to e.g. <b>Leadership</b> . It may be that some Non-Functional Requirements relate to multiple ISO Principals.
ISO Benefit: Non-Functional	Here you will state which of the specific ISO 9001 Principal Benefits the Non-Functional Requirement you have just described relates to e.g. <b>'Increased effectiveness and efficiency in meeting the organization's quality objectives'</b> . It may be that some Non-Functional Requirements relate to multiple ISO Principal Benefits.
ISO Action: Non-Functional	Here you will state which of the specific ISO 9001 Principal Actions the Non-Functional Requirement you have just described relates to e.g. <b>'Inspire, encourage and recognize people's contribution'</b> . It may be that some Non-Functional Requirements relate to multiple ISO Principal Actions.
Staff Training: Non-Functional	Here you should describe any specific staff training that would be related to the Non-Functional Requirement you have just described e.g. <b>Staff given support to learn and practice new techniques and skills.</b>
Stakeholders: Non-Functional	Here you should list any stakeholders who would be involved in the Non-Functional Requirement you have just described e.g. <b>Executive Chef, Line Chefs and Sous Chef</b>
Equipment/Resources: Non-Functional	Here you should list any restaurant equipment or resources which would be involved in the Non-Functional Requirement you have just described e.g. <b>General kitchen equipment and resources.</b>

Naturally, a lot of this detail is not in the case study, as that is only a starting point. This means that you are going to have to flesh out and make up your own requirements to complete the model. However, you will need to keep it realistic, logical, appropriate, and focused, so that all your models make sense throughout CW1 and CW2. We are interested in the process of modelling out the business and presenting the models in the most detailed and comprehensive way we can, without having access to a real business.