

Chapter 6

Modelling the business

Learning outcomes

After studying this chapter you should be able to:

- ❑ construct a model of the business that identifies the key processes and their interfaces
- ❑ understand the nature of business processes and how they differ from functional activities
- ❑ understand the importance of the linkages between business processes and how to make the connections
- ❑ describe each of the business processes in terms that will facilitate their analysis and development

Change in direction

ISO 9001:1994 required a quality manual to be prepared covering the requirements of the standard and documented procedures to be prepared consistent with the requirements of the standard. This led to the approach of picking up the standard, paraphrasing the requirements in a manual and translating them directly into procedures. The result was a standard-led system that bore little relationship to the way business was conducted. The change in direction described in Chapter 5, clearly demonstrates that a new approach is now necessary - an approach that puts the business at the centre and the standard in the role of providing a supporting framework rather than the driver in the centre.

Who should do this?

Because the BMS has to be central to the business, top management are by default the system designers. It is therefore important that they are brought together as a team to share their perceptions of how the business is and should be managed to achieve its objectives. The management team should derive a common picture of the business. This picture can be represented by two models - a context diagram and system model.

The context diagram

Having defined a clear vision of what is to be accomplished, a diagram should be produced to place the organization in context with its stakeholders and their requirements and expectations. This can be referred to as a context diagram an example of which is illustrated in Figure 6.1

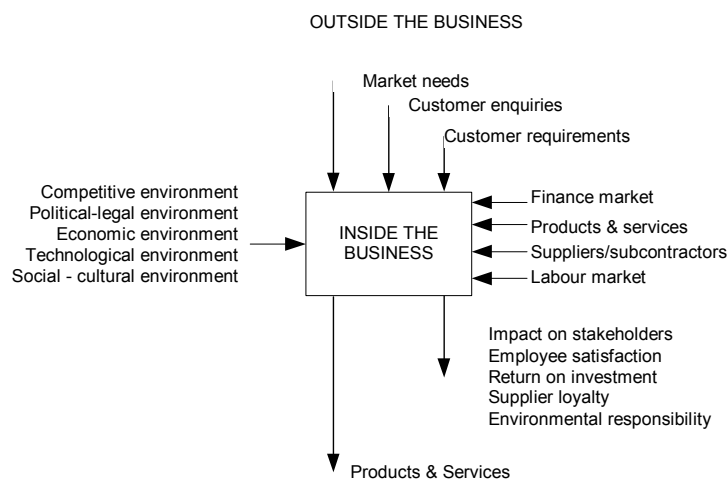


Figure 6.1 Context diagram