

Effective Management

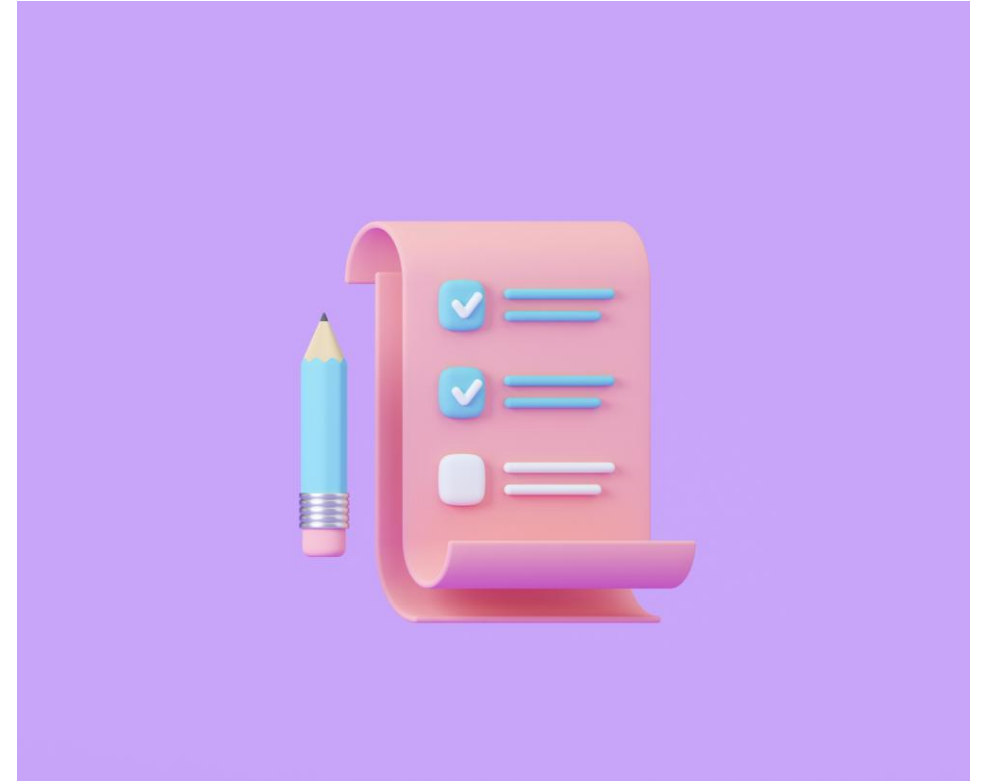
BMGM4000

Week 8: Quality Management

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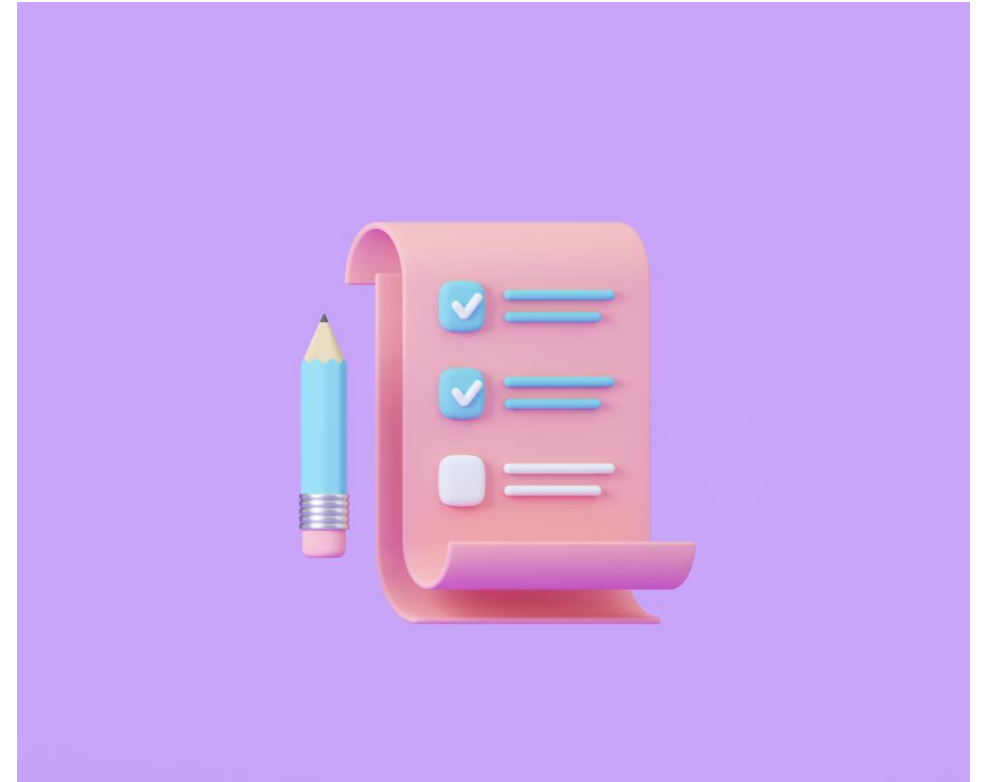
Agenda

1. SMART Aims & Objectives
2. Quality Standards
3. SOP
4. Quality Measurement Tools
5. Balanced Score Card



Recap of last week

- Cultural Elements
- Organisational Culture
- Cultural Leadership



Assignment
Ideas:

Share with the
class





SMART Aims & Objectives

S.M.A.R.T.

Goals are...

Specific - Specific goals answer the following questions:

- Who: Who is involved?
- What: What do I want to accomplish?
- Where: Identify a location.
- When: Establish a time frame.
- Which: Requirements/constraints.
- Why: Purpose, reasons, benefits

Realistic

- The goal must be an objective toward which you are both willing and able to work.
- Again, it must be “do-able”
- People must believe it can be accomplished

Measurable

- To determine if your goal is measurable, ask questions such as
 - How much?
 - How many?
 - How will I know when it is accomplished?

Attainable

- The goal is “do-able”
- It is action-oriented
- It is “within reach”

Timely

- You should establish a timeframe
- The timeframe **must** be realistic
- Everyone needs to know the timeframe...make it public

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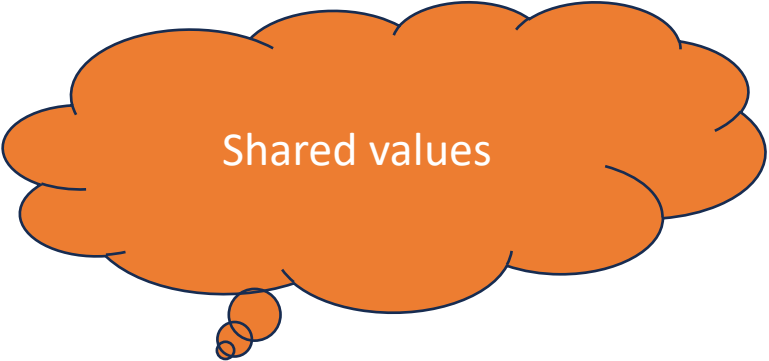


Why is it important to set goals?

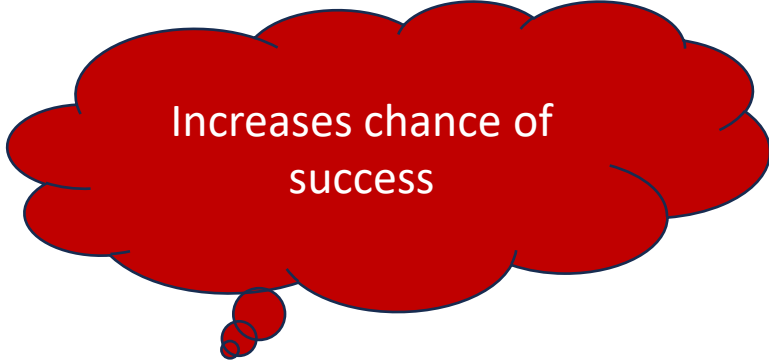


Why is it important to set goals?

work towards achievements
confidence motivation
team structure clear destination
progress achievement
track progress guide to get motivation
direction, purpose completion focus



Shared values



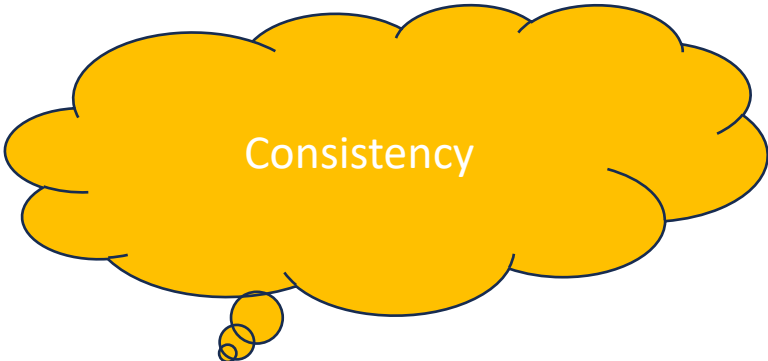
Increases chance of
success



Clear outline of areas
that require
monitoring



Keeps us on track



Consistency

Activity

Turn a regular goal into a SMART goal:

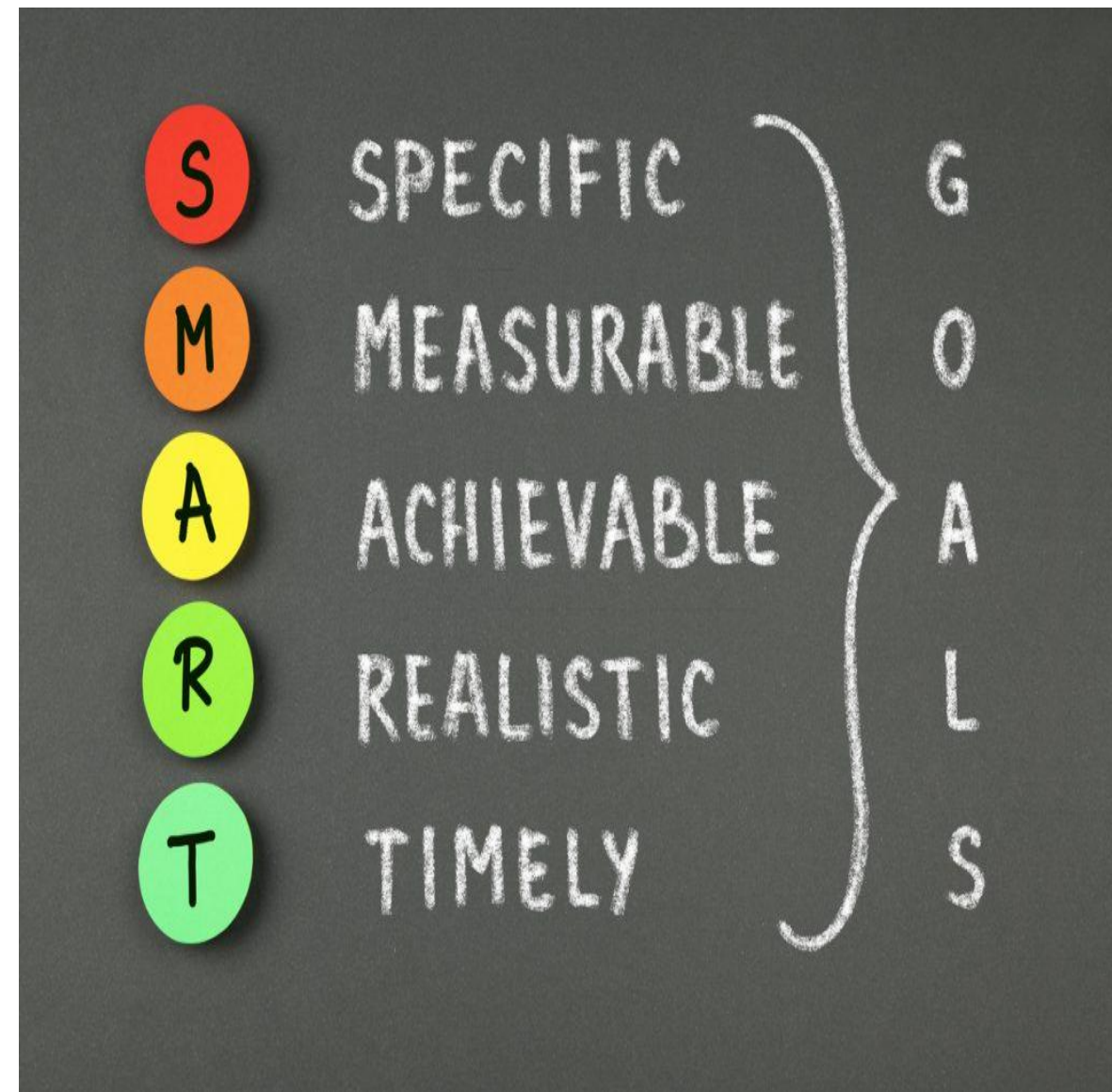
'I am going to work hard so I have the best chance of passing my assignment in January'

Now...

Create your own SMART goal – this can be personal or professional, it's your choice.

Topic suggestions:

- Learn a new skill or improve an existing skill
- Gain a promotion
- Take up a new hobby
- Gain positive feedback from placement
- Make a lifestyle change – increase exercise, improve diet





Quality Standards

Formal Guidelines & Expectations for Consistent & Safe Service:

- Service Quality
- Hygiene
- Facilities
- Security
- Food Standards
- Customer Satisfaction
- Consistency of Operations



Standard	Meaning
Service	Professional team: polite, helpful, responsive, personal touch
Hygiene	Cleanliness FOH & BOH, sanitary procedures, compliant with regulations
Facilities	Consistent maintenance of all facilities (equipment, furniture etc)
Security	Emergency procedures – fire or threat (trained staff), security re personal data
Food	Consistent food offerings (portions & quality of ingredients/presentation)
Customer Satisfaction	Efficient service, proactive complaint handling procedures
Consistency	SOPs, training, ongoing performance evaluation with auditing/stock checks etc

So, how can we develop a quality culture?

Create an organisation where everyone (irrelevant of role or hierarchy) takes ownership and is driven to improve all quality standards.

1. **Communicate** – establish a quality culture statement that you can share with all team members.
2. **Leadership** – lead by example by constantly striving for quality. Hold yourself to the same standards.
3. **Empowerment** – encourage active staff participation and autonomy wherever feasible.
4. **Feedback** – listen to customers and staff and adjust if and where required.
5. **Invest** – time, effort, in resources, in improvement, in team collaboration
6. **Monitor** – include in your company KPI's for accountability & increased success



Quality Assurance versus Quality Control

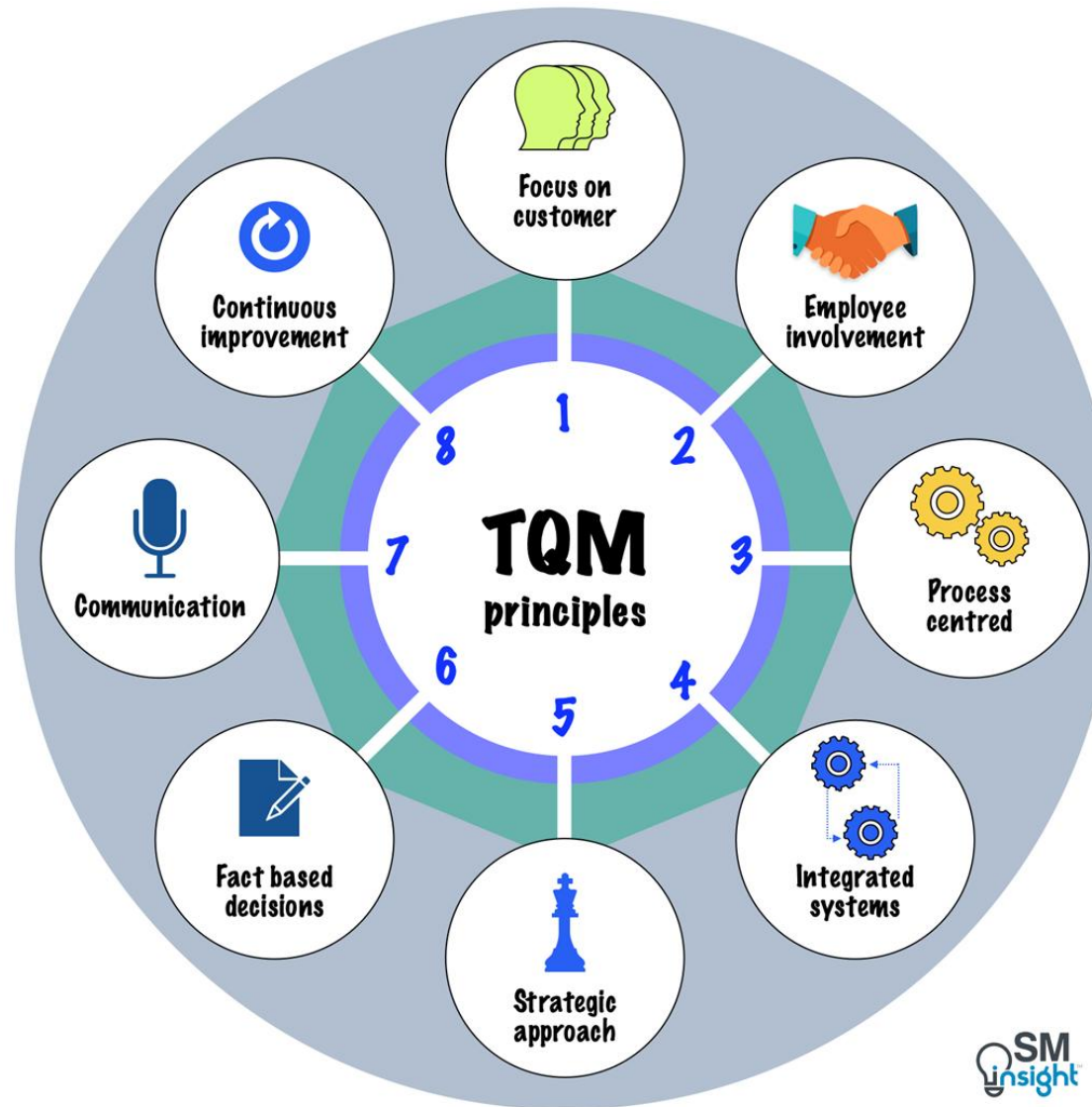
Quality Assurance – The process of determining whether a product or process meets requirements/standards.

Quality Control – The process of monitoring whether a product or service continues to meet requirements/standards.

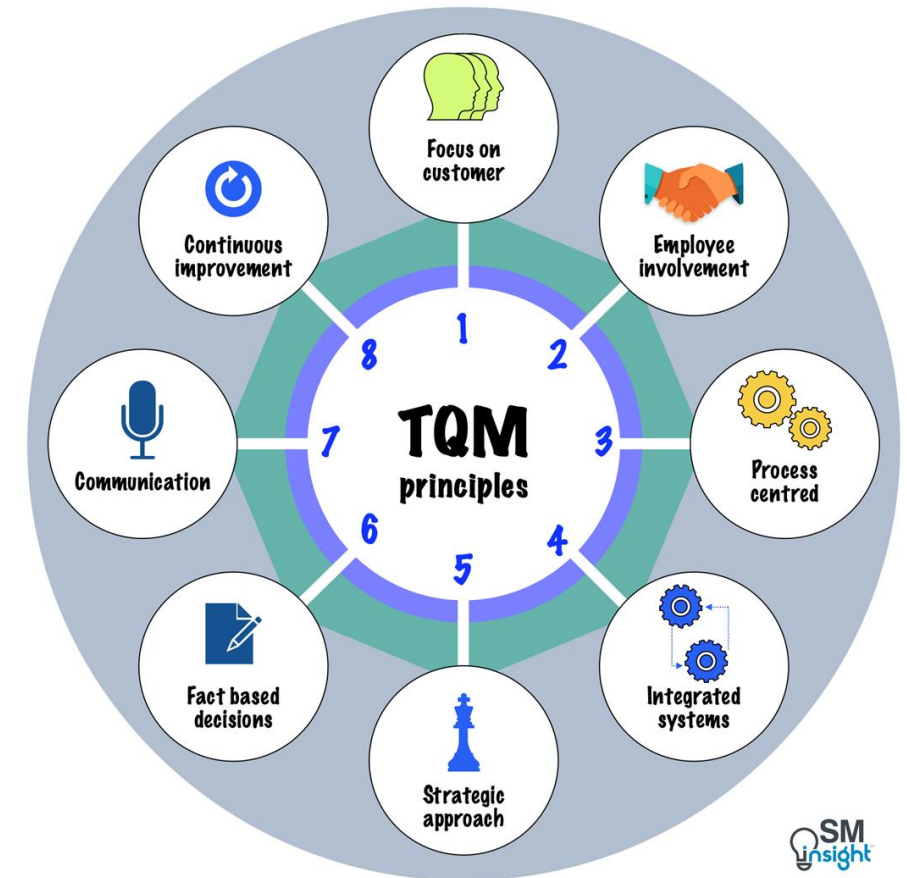


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Total Quality Management Framework



- W. Edwards Deming was a significant influence in the concept of TQM. Its origins date back to Japan in the years following WW2 where Deming's teachings on quality control techniques to Japanese business owners led to widespread popularity across the West.
- Business leaders began to apply the TQM principles to their strategic planning processes and saw increased competitive edge in their given markets.
- There are many variations on TQM, but the core principles remain the 8 key elements depicted in the image.



Isolocity, 2023; Jurevicidus, O, 2025; Mercadal, T, 2024

What might this look like in practice?

- ✓ Day Dots
- ✓ Service Operating Standards
- ✓ Recruitment and selection policies
- ✓ The process for operating machinery and equipment (ovens, fridges, dishwashers; daily checks, training etc)



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**Do you have any
suggestions?**



Break



SOP

Standard Operating Procedure (SOP)

- ✓ Rules
- ✓ Standards
- ✓ Norms



“established or prescribed methods to be followed routinely for the performance of designated operations or in designated situations” (Merriam-Webster, 2025)

Hygiene

- Handwashing practices
- Employee health and personal hygiene
- Use of utensils and gloves
- Staff contact with blood



Facility and Equipment

- Laundry and linen use
- Dining area sanitation
- Thermometer calibration
- Ice machine cleaning
- Pest control
- Dishwashing
- Equipment cleaning and sanitising



Food Production & Preparation

- Correct storage – raw meat vs cooked meat
- Preparation – correct chopping boards
- Cross contamination – allergies
- Temperature – ensuring foods are cooked to correct internal temperature
- FIFO (First In, First Out)
- Labelling – use by date
- Expiration dates
- Use safe and approved chemicals in food preparation areas



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SOP's...The Rules

- Rules and Regulation
- Health and Safety
- Company Policy
- Compliance
- Service Standard
- Cost & Revenue



Examples for FOH

- Welcoming the Guests
- Take Beverage Order
- Take Food Order
- Upselling
- Dealing with **Food Allergies** and Special Dietary Requirements
- Check back



FOH Priorities

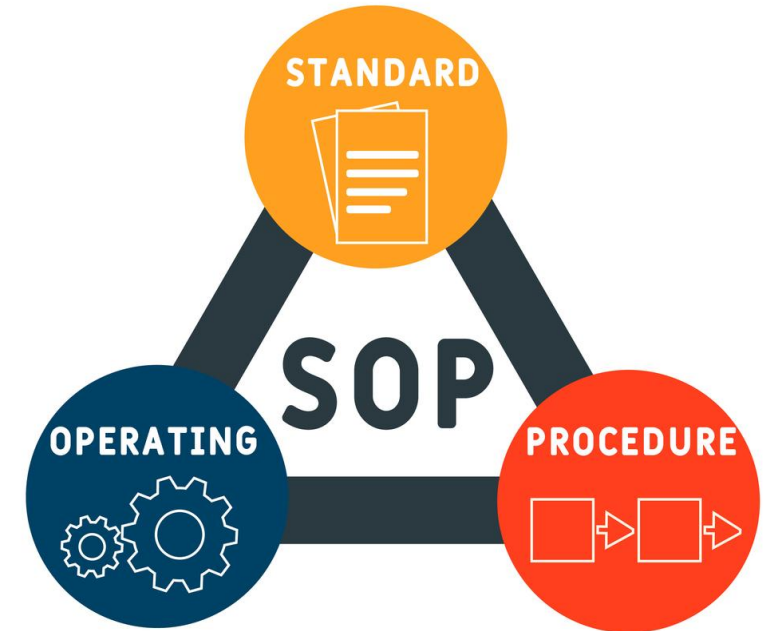


How would you prioritise the petals?

(Lovelock & Wirtz, 2011)

Why do we need SOP's?

- Standardise Procedures - Uniformity
- Simplify Regulatory Compliance
- Streamline Employee Onboarding
- Enhance Customer Service Fulfilment
- Ensure Cleanliness and Personal Hygiene



RESTAURANT MANAGEMENT COURSE



SOP FOR RESTAURANT

HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Break



Quality Measurement Tools

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Why do we need tools to measure quality standards?



Why do we need tools to measure quality standards?

fish weight n length
control accuracy
organized
look
safety steak ounce
quality levels quality
measurable success portions
provides advantage

Quality Control Sabotage

- Example from Hell's Kitchen

Season 19 - Episode 14

- It happens in real life....



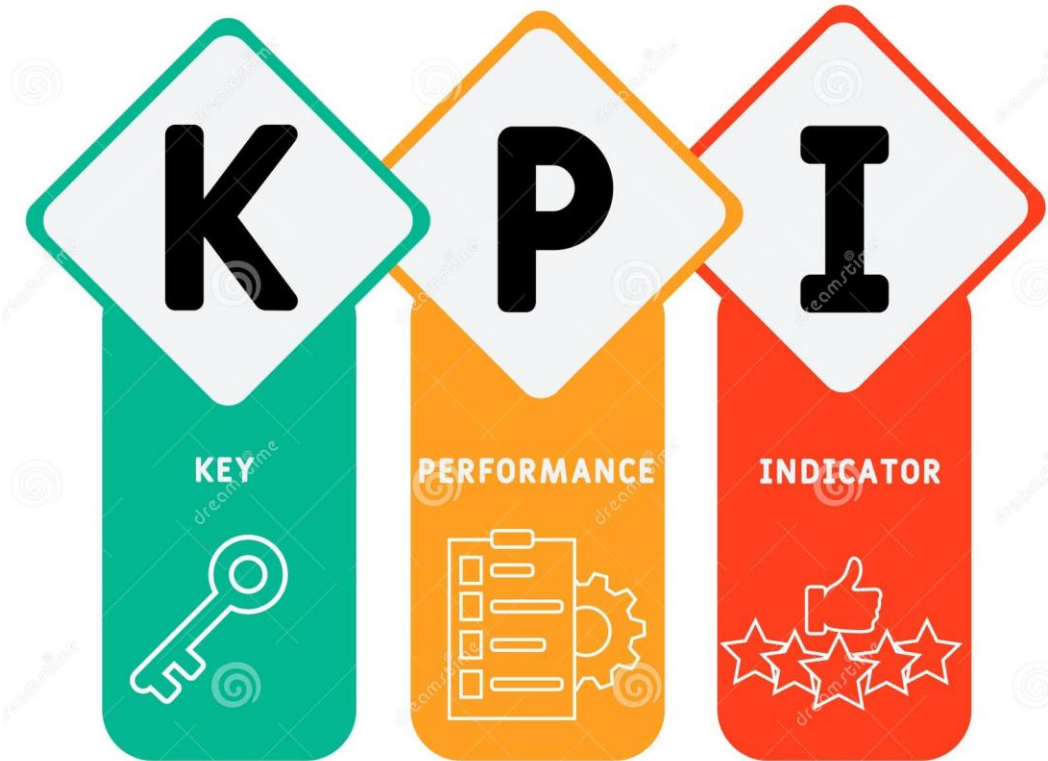


Mystery Shoppers – you can't afford to get it wrong!



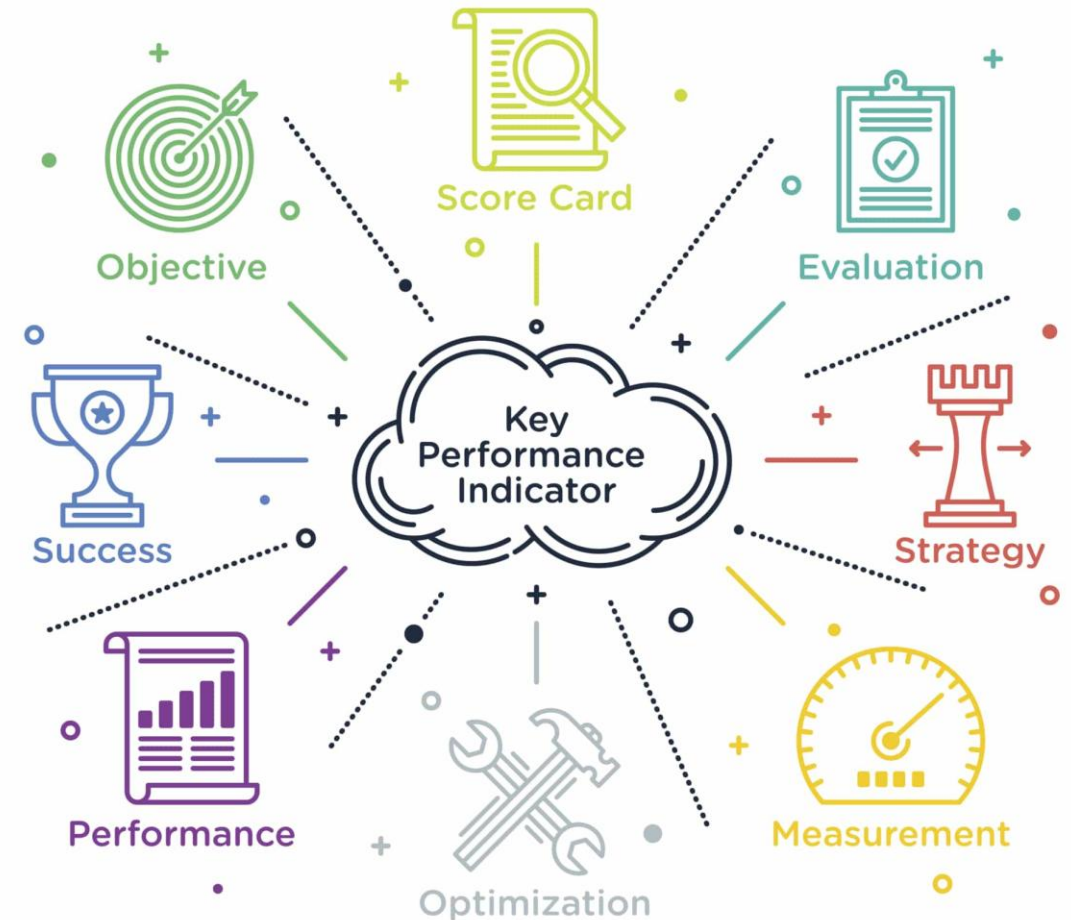
Measuring Performance

- Appraisal
- Peer Review
- **KPI**



Key Performance Indicators

- Reduce complaints
- Increase profits
- Reduce turnover of staff
- Increase customer loyalty





Balanced Scorecard

Balanced Score Card

- Financial
- Customer
- Learning & Growth
- Internal



Balanced Score Card – Key Takeaways

- Crucial to satisfy all stakeholders.
- Vital for strategic planning, reputation and competitive advantage.
- Allows for focused and effective decision making resulting in sustainable growth.
- Can be challenging to effectively establish KPI's that satisfy individual segment as well as overall business.

Gadiparthi, 2024



Any Questions?



Teamwork & Communication

- The Importance of Teamwork
- Elements of Effective Teamwork
- Conflict Resolution



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