



BSBOPS502

ASSESSOR GUIDE

Manage business operational plans

Assessment 1 of 3

Short Answer Questions

Assessment Instructions


Task overview

This assessment task is divided into **thirteen (13)** short answer questions. Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need to access:

- CBSA's Business Plan (BD001) (available on LMS)
- Legislation and regulations relevant to operational plans.

	<p>The following assessment tasks use a simulated business called Complete Business Solutions Australia (CBSA). To complete the assessment tasks, you will access information, templates and workplace documents associated with CBSA.</p> <p>You can access CBSA's website to familiarise yourself with what CBSA does and the services it provides.</p>
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Assessment Information

Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.



Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g. allowing additional time)
- the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)



However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

For the purpose of this assessment, you are Jay Gartner, Business Compliance Specialist at CBSA.

Read the following email and its attachment, then complete the tasks that follow:



To: Jay Gartner (Jay.gartner@cbsa.com.au)
From: Henry Thomas (Henry.thomas@cbsa.com.au)
Date/time: Monday 12:08 p.m.
Subject: Operational Plan Knowledge
Attachment: Knowledge Questions.docx

Hi Jay,

I want you to investigate the organisation's current processes to determine what operational adjustments should be made to ensure the continued success of the business. Prior to doing this, I need to understand what your current knowledge is of CBSA and operational planning.

Please provide answers to the questions I have asked in the attached document. You will need to refer to the BD001 Business Plan and related organisational policies and procedures to help with your answers. You'll also see a list of organisational policies and procedures within the business plan.

Kind Regards,

Henry Thomas

Governance Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



Attachment

Knowledge Questions.docx

KNOWLEDGE QUESTIONS

Answer the following questions:

Question 1

In the following table, list and describe **three (3)** models and/or methods for developing operational plans.

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- describe three (3) models and/or methods for developing operational plans.

A sample answer is provided below.

	Model/Method (2-5 words)	Description of model/method (30-60 words)
1.	Conventional (or basic) planning model	The most common model implemented for strategic planning. It is best for small businesses or organisations, companies with little to no strategic planning experience or for organisations with few resources.
2.	Issue-based (or goal-based) planning model	This is essentially an extension of the basic strategic planning model. It's a bit more dynamic and very popular for companies that want to create a more comprehensive plan. It can repeat on an annual basis [or less often once you resolve the issues]. It's important to update the plan every time it's in action to ensure it's still doing the best it can for your organisation. It is recommended for businesses that are looking for a more comprehensive plan.
3.	Scenario planning model	The scenario model works great if you combine it with other models like the basic or issue-based model. This model is particularly helpful if you need to consider external factors as well. These can be government regulations or technical or demographic changes that may impact your business.

Additional responses:

- **Alignment planning model:** Designed to ensure that the strategic goals are aligned with the organisation's internal operations. This involves determining the organisational goals, analysing which operations are aligned with the goals and which aren't, and then re-working goals and internal operations so they align better.
- **Self-organising (or organic planning) model:** This strategic planning model is all about focusing on the learning and growing process rather than achieving a specific goal. Since the organic model concentrates on continuous improvement, the process is never really over.
- **Real-time model:** This fluid model can help organizations that deal with rapid changes to their work environment. There are three (3) levels of success in the real-time model: organisational, programmatic, and operational. This model is best for companies that need to react quickly to changing environments and businesses that are seeking new tools to help them align with their organizational strategy.
- **Inspirational model:** This model is perfect to inspire and energize your team as they work toward your organisation's goals. It's also a great way to introduce or reconnect your employees to your business strategy after a merger or acquisition. Best for businesses with a dynamic and inspired start-up culture,

organisations looking for inspiration to reinvigorate the creative process or for companies looking for quick solutions and strategy shifts.

Question 2

Explain what the role of an operational plan is in achieving the organisation's objectives.

(Approximate word count: 30-50 words)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- explain the role of an operational plan in achieving the **organisation's objectives**.

A sample answer is provided below.

The purpose of the operational plan is to provide organisational personnel with a plan of what their tasks and responsibilities are in line with the strategic goals and objectives of the Strategic Plan.

Question 3

List and explain the different stages of the budgeting process.

(Approximate word count: 60-80 words)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list and explain the different stages of the budgeting process. Students can list stages separately or combine them; a competent response, however, must align with the sample answer.

A sample answer is provided below.

The different stages of the budgeting process are as follows:

- **Preparation:** This involves determining how much income and expenses are expected based on operational parameters and strategic objectives.
- **Consultation and approval:** This involves consulting with those who will be impacted and gaining approval from senior management to implement.
- **Implement budget:** This involves implementing the budget.
- **Monitoring and adjusting:** This involves monitoring how the budget is tracking and making changes as necessary to ensure the budget remains on track.

Question 4

List and briefly explain **three (3)** different approaches that could be used to develop key performance indicators to meet business objectives.

(Approximate word count: 25-50 words each)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list and briefly explain three (3) different approaches that could be used to develop key performance indicators to meet business objectives.

A sample answer is provided below.

1.	Budgetary requirements approach (or Financial KPIs) shows if departments are meeting the standards required to keep profitable operations. Potential leads and sales, average sales for each cycle, and conversion rates are a few examples of pertinent KPIs.
2.	Human resource requirements approach (or HR KPIs) is used to see how HR is contributing to the rest of the organization. This means that a KPI in HR measures how successful HR is in realizing the organization's HR strategy .
3.	Physical resource requirements approach (or resource management KPIs) - provides data points for managers to help with better planning, forecasting and understanding your resource data.

Additional resources:

- Timeline requirements approach (or Timeline KPIs) to measure the time required for tasks. Examples include on-time completion percentage, time spent, number of adjustments to the schedule, planned hours vs time spent, etc.
- Quality requirements approach - Quality KPIs are specific metrics that measure the performance of a company's process, service, or product. Examples include customer satisfaction/loyalty KPIs, stakeholder satisfaction KPIs, net promoter score, customer complaints, etc.

Question 5

In the following table list **three (3)** legislative and/or regulatory requirements that CBSA would need to adhere to when developing and implementing its operational plan. Your answer should include the name of the relevant legislation and a brief summary of the legislation relating to fair trading, WHS, and one other area.

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list three (3) legislative and/or regulatory requirements relating to fair trading, WHS and one other area that CBSA would need to adhere to when implementing its operational plan. Answers should include the name of the relevant legislation and a brief summary of requirements

A sample answer is provided below.

Focus area	Name of legislation (3-10 words)	Brief summary (30-100 words)
Related to fair trading	Competition and Consumer Act 2010	<p>The Competition and Consumer Act 2010 (CCA) covers most areas of the market: the relationships between suppliers, wholesalers, retailers, and consumers. Its purpose is to enhance the welfare of Australians by promoting fair trading and competition, and through the provision of consumer protections.</p> <p>Broadly, it covers:</p> <ul style="list-style-type: none"> • product safety and labelling • unfair market practices • price monitoring • industry codes • industry regulation – airports, electricity, gas, telecommunications • mergers and acquisitions. <p>Source: https://www.accc.gov.au/about-us/accc-role-and-structure/legislation-we-enforce#:~:text=The%20Competition%20and%20Consumer%20Act%202010,-The%20Competition%20and&text=Its%20purpose%20is%20to%20enhance,unfair%20market%20practices</p>
Related to WHS	<p>Any from the following:</p> <ul style="list-style-type: none"> • Model Work Health and Safety Acts, or • Model Work Health and Safety regulations 	<p>The main object of the Model WHS Act is to provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces. It does this by protecting workers and other persons from harm by requiring duty holders to eliminate or minimise risk. Under the model WHS Act, persons conducting business have a duty of care to:</p> <ol style="list-style-type: none"> 1. Ensure the health and safety of workers 2. Protect workers from risks in the workplace 3. Notify workers of incidents 4. Provide adequate WHS information and training.
Related to another area	<p>Student must list one from the following legislation related to another area:</p> <ul style="list-style-type: none"> ▪ Fair Work Act 2009 ▪ Privacy Act 1988 ▪ Copyright Act 1968 ▪ Spam Act 2003. ▪ <i>Anti-discrimination legislation, such as:</i> <ul style="list-style-type: none"> – Age Discrimination Act 2004 – Disability Discrimination Act 1992 – Racial Discrimination Act 1975 – Sex Discrimination Act 1984 	<p>For example:</p> <p>The Fair Work Act 2009 (FW Act) provides protections of certain rights, including workplace rights, the right to engage in industrial activities, the right to be free from unlawful discrimination, and the right to be free from undue influence or pressure in negotiating individual arrangements.</p> <p>Workplaces must:</p> <ol style="list-style-type: none"> 1. Provide a safety net of minimum entitlements 2. Enable flexible working arrangements 3. Enable fairness in the workplace 4. Prevent discrimination against employees. <p>Additional responses:</p> <ul style="list-style-type: none"> • The Privacy Act 1988 was introduced to promote and protect the privacy of individuals and to regulate how Australian Government agencies and organisations with an annual turnover of more than \$3 million, and some other organisations, handle personal information. The Privacy Act includes 13 Australian Privacy Principles (APPs), which apply to some private sector organisations, as well as most Australian Government

	<ul style="list-style-type: none"> - Australian Human Rights Commission Act 1986 	<p>agencies. Such organisations and agencies are collectively known as 'APP entities'. The Privacy Act also regulates the privacy component of the consumer credit reporting system, tax file numbers, and health and medical research.</p> <ul style="list-style-type: none"> • The Copyright Act 1968 establishes copyright as a type of legal protection for people who express ideas and information in certain forms. The most common forms are writing, visual images, music and moving images. Copyright protects the form or way an idea or information is expressed, not the idea or information itself. • The Spam Act 2003 sets up a scheme for regulating commercial email and other types of commercial electronic messages. Unsolicited commercial electronic messages must not be sent. Commercial electronic messages must include information about the individual or organisation who authorised the sending of the message. • It is unlawful to discriminate on the basis of a number of protected attributes including age, disability, race, sex, intersex status, gender identity and sexual orientation in certain areas of public life, including education and employment.
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Question 6

List **five (5)** CBSA policies and procedures that directly relate to the operational plan. You can find a list of company policies and procedures in the CBSA Business Plan.

(Approximate word count: 3-10 words each)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list five (5) CBSA policies and procedures that directly relate to the operational plan. Student may or may not include the document's number.

A sample answer is provided below.

1.	IM003 Communication Policy & Procedures
2.	IM005 Information Technology Policy & Procedures
3.	IM006 Research Policy & Procedures
4.	HR005 Code of Ethics
5.	IM009 Risk Management Policy & Procedures

Additional responses:

- IM010 Procurement Policy & Procedures
- CF005 Privacy Policy & Procedures
- IM002 Document Management Policy & Procedures

- CF006 Quality Assurance Policy & Procedures
- IM004 Health and Safety Policy & Procedures
- CF004 Continuous Improvement Policy & Procedures
- IM001 Governance Policy
- IM007 Confidentiality Policy
- HR002 Staff Management Policy & Procedures
- FN001 Financial Management Policy

Question 7

List, in order of escalation, **three (3)** potential stakeholders who could be consulted in developing, managing and approving the operational plan.

For example: colleagues and specialist resource managers are both considered stakeholders. The order of escalation would be colleague > specialist resource manager (Note that 'colleague' and 'specialist resource manager' should not be included in your answer.)

(Approximate word count: 3-5 words)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list in order of escalation, three (3) potential stakeholders who could be consulted in developing, managing and approving the operational plan.

A sample answer is provided below.

Accept answers that are logical. For example, colleagues and specialist resource managers are both considered stakeholders. The order of escalation would be colleague, then specialist resource manager (note that 'colleague' and 'specialist resource manager' should not be included in student's answer as this information has been provided as an example).

An example of an acceptable answer is as follows:

- customers
- shareholders
- CBSA Board.

Question 8

List **three (3)** reasons why data security should be important at CBSA.

(Approximate word count: 3-10 words each)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list three (3) reasons why data security should be important at CBSA. Accept answers that are logical.

A sample answer is provided below.

1.	Prevent unauthorised access to CBSA documents.
2.	Precent unauthorised access to CBSA systems.
3.	Prevent hacking or cyber threats.

Additional responses:

- Comply with privacy laws and regulations
- Protect data assets
- Provide confidence to clients
- Maintain professionalism.

Question 9

List **three (3)** sources of information you will need access to when developing the operational plan. Provide a brief rationale for each.

(Approximate word count: 10-30 words each)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list three (3) sources of information you will need access to when developing the operational plan and provide a brief explanation for each.

A sample answer is provided below.

1.	Strategic plan – this provides the strategies to be implemented, including timelines.
2.	Organisation structure, organisation chart, job descriptions – to ensure tasks are allocated to the right people and to know reporting lines and relevant people with approval authority.
3.	Budget working papers – to be aware of information developed in the current year or the previous year's budget,

Additional responses:

- Minutes of planning meetings or committee meetings – to be aware of relevant ideas during the planning phase.
- Consultation - key stakeholders must be consulted at all stages of the development of an operational plan.
- Asset register – it supports the development of the resource plan and it provides important clues as to the likely maintenance of assets.
- Event calendar - to ensure there are no clashes with other events and resources are available for the set period of time.

Question 10

List **three (3)** methods for preparing contingency plans and provide a brief explanation for each.

(Approximate word count: 10-40 words each)

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- list three (3) methods for preparing contingency plans and provide a brief explanation for each.

A sample answer is provided below.

1.	Scenario analysis involves creating and exploring different possible scenarios based on various factors and assumptions.
2.	SWOT analysis is a method that involves identifying and analysing your strengths, weaknesses, opportunities, and threats. It helps you to assess your internal and external environment and to align your strategic plans with your resources and capabilities.
3.	PESTLE analysis is a method that involves examining the political, economic, social, technological, legal, and environmental factors that could affect your strategic plans. It helps to understand the macro-level context and trends that could influence your opportunities and challenges.

Additional responses:

- **Pre-mortem analysis** is a method that involves imagining that your strategic plans have failed and working backwards to identify the causes and signs of failure. It helps you to overcome optimism bias and to anticipate the worst possible outcomes.
- **Contingency matrix** is a method that involves mapping out the possible events, their probability and impact, and your corresponding actions and resources. It helps you to organize and prioritize your contingency plans and to allocate your time and budget accordingly.

Question 11

In your own words, briefly explain the importance of consultation with key stakeholders during the development of an operational plan and list **three (3)** ways of consulting with stakeholders.

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- explain the importance of consultation with key stakeholders during the development of an operational plan and list three (3) ways of consulting with stakeholders.

A sample answer is provided below.

Why is consultation important? (20-30 words)	The consultation process ensures that there is verification of strategies and tasks in terms of budget, allocation of responsibility and timelines.
Consultation methods (3-5 words)	1. Open meetings
	2. Surveys
	3. Invitation for written feedback Additional response: • casual conversations

Question 12

The following table lists certain aspects of operational planning. Provide a brief description for each in relation to the planning process.

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- provide a brief description of the certain aspects of operational planning listed in the table.

A sample answer is provided below.

Aspects of operational planning	Description (30-80 words)
Procurement process	Procurement is the act of acquiring goods or services, usually for business needs. The procurement process usually starts with planning, then obtaining quotes from suppliers, and then once the best quote is selected based on price, availability and quality, the purchase order is completed.
Employee recruitment	Once an organisation has determined that there is a need for more human resources to grow the business, it may search for internal or external candidates to complete tasks. To determine internal resource needs, a skills gap analysis can identify gaps in skills across teams and departments.

Induction process	<p>Induction is a learning program that provides the new staff member with all the information needed to fulfill their new job. An induction program usually runs as part of a new employee's probation period and can last anywhere between a few days, to a few weeks or even months. It may include:</p> <ul style="list-style-type: none"> • Meet and greet • Introduction to team • Organisation overview • Work policies • Role and expectations • Process compliance • Performance standards • Review and feedback
Physical resource or service procurement	<p>Physical resources are things like goods and services necessary for employees to perform their job duties. Usually, managers must give a strong justification in relation to the return and impact the money outlaid will have on the organisation's goals and profits. If the reasons given are accepted, the provision will be included in the budget.</p>
Key indicators of organisational performance	<p>Key performance indicators (KPIs) are the elements of an operational plan that express what the company wants to achieve and by when. They are the quantifiable, outcome-based statements the company will use to measure whether or not the organisation and/or employees are on track to meet the goals or objectives set.</p>

Question 13

In your own words, briefly explain the importance of documenting employees' performance and what are some key points regarding the storage of this documentation.

Assessor Instructions

Student responses are likely to include different wording than the sample answer provided. However, the acceptable responses must:

- be within the specified word limit
- reflect the characteristics described in the exemplar answer
- explain the importance of documenting employees' performance and what are some key points regarding the storage of this documentation.

A sample answer is provided below.

<p>Why is it important? (50-70 words)</p>	<p>Documentation offers a history of the employee's improvement or failure to improve performance over time. It is chronological and a precise description of the employee's actions, the manager's actions, and events as they occur. Employees' performance is usually assessed during performance review meetings when managers evaluate an employee's accomplishments along with a data-based assessment of their strengths, weaknesses and areas for improvement.</p>
<p>Key points (20-30 words)</p>	<p>Employee records are highly confidential and should be kept under lock and key, usually by Human Resources. The privacy law should be taken into account when storing information about individuals.</p>

Assessment checklist

Students must have completed all questions within this assessment before submitting. This includes:

Respond to thirteen (13) short answer questions in the spaces provided	<input type="checkbox"/>
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Congratulations! You have reached the end of Assessment 1.

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