



BSBOPS402

Coordinate business operational plans

Assessment 1 of 3

Short Answer Questions



Assessment Instructions

Task overview

This assessment task is divided into nine [9] 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:

- Learning Resources



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.

Question 1

List and explain three [3] common processes that can be followed to identify the resource requirements for a project or an operational plan.

Assessor instructions: Students must list and explain three [3] common processes that can be followed to identify the resource requirements for a project or an operational plan.

Student's wording will vary, but the three [3] processes chosen must come from the six [6] provided in the sample answer below.

Process	Explanation
<<Insert your response here>> Stakeholder Identification	<<Insert your response here>> [Approx. word count per explanation: 15 - 30 words] Identify the key stakeholders relevant to the operational plan. Consider internal stakeholders [employees, managers, departments] and external stakeholders [customers, suppliers, regulatory agencies].
<<Insert your response here>> Engagement Strategy	<<Insert your response here>> Determine the most appropriate way to engage stakeholders. This could involve surveys, focus groups, one-on-one interviews, workshops, or online collaboration tools.
<<Insert your response here>> Communication	<<Insert your response here>> Clearly communicate the purpose of the consultation, emphasising the importance of their input in shaping the plan's success.
<<Insert your response here>> Resource Categories	<<Insert your response here>> Categorise the resources needed for the plan's execution. This could include financial resources, human resources, equipment, technology, materials, and time.
<<Insert your response here>> Open Discussion	<<Insert your response here>> Facilitate open discussions where stakeholders can share their insights, concerns, and expectations regarding the resources required. Encourage them to provide specific details.
<<Insert your response here>> Resource Prioritisation	<<Insert your response here>> Collaboratively prioritise the identified resource requirements based on their importance, feasibility, and impact on the plan's success.

Question 2

List and explain five [5] sources of information to identify resource requirements.

Assessor instructions: Students must list and explain five [5] sources of information to identify resource requirements.

Student's wording will vary, but the five sources of information must come from the ten [10] provided in the sample answer below.

Source of information	Explanation [Approx. word count per explanation: 15 - 20 words]
<<Insert your response here>> Stakeholder Interviews	<<Insert your response here>> Conduct one-on-one or group interviews with key stakeholders to gather their perspectives on the resources needed for the plan's success.
<<Insert your response here>> Surveys	<<Insert your response here>> Distribute surveys to various stakeholders to collect quantitative data on resource preferences, availability, and constraints.
<<Insert your response here>> Focus Groups	<<Insert your response here>> Organise focus groups with representatives from different stakeholder categories to foster discussions and gather collective insights on resource requirements.
<<Insert your response here>> Feedback Sessions	<<Insert your response here>> Host feedback sessions or workshops where stakeholders can review and comment on resource proposals. Their feedback can provide valuable insights.
<<Insert your response here>> Market Research	<<Insert your response here>> Research industry trends, market demands, and competitive benchmarks to determine the resources required to meet customer expectations.
<<Insert your response here>> Past Performance Data	<<Insert your response here>> Analyse historical data from previous projects or operational periods to identify resource patterns and requirements.
<<Insert your response here>> Regulatory Guidelines	<<Insert your response here>> Consult relevant regulatory bodies or industry standards to identify any specific resource requirements mandated by regulations.
<<Insert your response here>> Competitor Analysis	<<Insert your response here>> Study competitors' operational strategies to gain insights into the resources they allocate for similar activities.
<<Insert your response here>> Expert Consultation	<<Insert your response here>> Seek input from subject-matter experts within the organisation or external consultants with expertise in the relevant field.
<<Insert your response here>> Financial Analysis	<<Insert your response here>>

Conduct financial assessments to determine the budget needed for the plan's execution, including salaries, materials, technology, and other costs.

Question 3

Describe the methods to manage contingencies provided in the table below and explain when each method should be used.

Assessor instructions: Students must describe the methods to manage contingencies provided in the table below and explain when each method should be used.

Student's wording will vary, but the responses will need to reflect the content in the sample answer below.

Method	Description [Approx. word count: 10 – 20 words]	When to use [Approx. word count: 15 – 30 words]
Consultation with Relevant Stakeholders	<<Insert your response here>> Engaging relevant stakeholders in discussions about potential risks and their mitigation strategies.	<<Insert your response here>> When the risks are complex, involve multiple departments or external partners, and when different perspectives can contribute to effective risk mitigation strategies.
Risk Transfer	<<Insert your response here>> Transferring the risk to a third party, often through contracts or insurance.	<<Insert your response here>> When risks can be effectively managed by external parties, such as insuring against specific events or outsourcing specific processes to reduce potential impact.
Diversification	<<Insert your response here>> Spreading resources or investments across different options to minimise the impact of a single risk event.	<<Insert your response here>> When the risk is related to financial investments or resource allocation, diversifying across multiple options can reduce the impact of a single failure.
Mitigation Measures	<<Insert your response here>> Implementing preventive measures to reduce the likelihood or impact of a risk event.	<<Insert your response here>> Use mitigation measures when the risk can be reduced by taking specific actions, such as implementing cybersecurity protocols to prevent data breaches.
Contingency Funds	<<Insert your response here>> Allocating a reserve of funds to cover unexpected expenses or losses.	<<Insert your response here>> When financial risks could impact the budget or profitability of your operational plan, having a contingency fund can help absorb unforeseen costs.
Alternative Suppliers	<<Insert your response here>> Identifying and establishing relationships with alternative suppliers to ensure a steady supply of resources or materials.	<<Insert your response here>> When the supply chain is vulnerable to disruptions, having backup suppliers can prevent production delays.
Scenario Planning	<<Insert your response here>> Creating multiple scenarios for how different contingencies might play	<<Insert your response here>> When there are multiple potential outcomes for a particular contingency,

	out and developing strategies for each scenario.	scenario planning helps you be prepared for different situations.
Crisis Communication Plan	<<Insert your response here>> Having a communication strategy in place to address stakeholders and the public in the event of a crisis.	<<Insert your response here>> When a contingency could lead to negative public perception or damage to your organisation's reputation, a crisis communication plan ensures effective communication.

Question 4

Provide a description and four (4) key features for each of the performance monitoring systems/processes provided in the table below.

Assessor instructions: Students must provide a description and four (4) key features for each of the performance monitoring systems/processes provided in the table below.

Student's wording will vary, but the responses will need to reflect the content in the sample answer below.

System/Process	Description (Approx. word count: 20 – 40 words)	Key Features (Four (4) Features per system/process)
Key Performance Indicators (KPIs) Dashboard	<<Insert your response here>> A KPI dashboard offers an overview of an organisation's most critical performance metrics. It provides a quick snapshot of performance in key areas, allowing stakeholders to track progress and identify any performance issues that require attention.	<<Insert your response here>> <ul style="list-style-type: none"> • <i>Centralized Display: A dashboard that displays a concise set of KPIs relevant to the organisation's objectives.</i> • <i>Visual Representation: Graphs, charts, and colour-coded indicators provide a visual representation of performance.</i> • <i>Real-time Updates: Data is updated in real-time, enabling instant insights into performance trends.</i> • <i>Customization: Users can tailor the dashboard to focus on specific metrics and goals.</i>
Balanced Scorecard	<<Insert your response here>> The balanced scorecard approach offers a comprehensive view of an organisation's performance by considering various aspects. It enables	<<Insert your response here>> <ul style="list-style-type: none"> • <i>Multiple Perspectives: Measures performance across various</i>

	<p>organisations to track both financial and non-financial metrics to assess how well they are executing their strategy.</p>	<p><i>perspectives, including financial, customer, internal processes, and learning/growth.</i></p> <ul style="list-style-type: none"> • <i>Strategy Mapping: Links KPIs to strategic objectives, highlighting how each metric contributes to the overall strategy.</i> • <i>Cause-and-Effect Relationships: Identifies cause-and-effect relationships between KPIs to reveal how improvements in one area impact others.</i> • <i>Strategy Alignment: Ensures alignment of operational activities with the organisation's long-term goals.</i>
<p>Continuous Improvement Process</p>	<p><<Insert your response here>></p> <p>The continuous improvement process focuses on identifying and eliminating inefficiencies to enhance overall performance. By using data-driven analysis and employee input, organisations can make incremental changes that lead to significant improvements over time.</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • <i>Data Analysis: Systematically analyses process data to identify inefficiencies, bottlenecks, and areas for improvement.</i> • <i>Root Cause Analysis: Identifies the underlying causes of performance issues to implement targeted solutions.</i> • <i>Feedback Loop: Encourages ongoing feedback and involvement from employees at all levels to drive continuous improvement.</i> • <i>Iterative Approach: Utilises cycles of planning, execution, evaluation, and adjustment to refine processes.</i>

Performance Appraisal System	<p><<Insert your response here>></p> <p>A performance appraisal system facilitates individual and team performance management. It ensures that employees' efforts align with organisational objectives and offers a structured process for feedback, coaching, and professional growth.</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • <i>Goal Setting: Establishes clear and measurable performance goals for employees or teams.</i> • <i>Regular Reviews: Conducts periodic evaluations to assess progress towards goals and provide feedback.</i> • <i>Performance Metrics: Uses predefined criteria to measure and quantify performance outcomes.</i> • <i>Development Plans: Identifies areas for improvement and sets action plans for employee skill development.</i>
Benchmarking and Comparative Analysis	<p><<Insert your response here>></p> <p>Benchmarking involves comparing an organisation's performance against external standards. This process helps organisations identify areas for improvement and adopt best practices that have proven successful in similar contexts.</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • <i>Data Comparison: Compares an organisation's performance metrics to industry standards, competitors, or best practices.</i> • <i>Identification of Gaps: Pinpoints areas where the organisation falls short or excels compared to benchmarks.</i> • <i>Learning Opportunities: Identifies successful strategies employed by industry leaders that can be adopted.</i> • <i>Performance Improvement: Drives improvement efforts based on insights gained from benchmarking results.</i>

Question 5

Explain the seven (7) common methods for problem-solving in the table below.

Assessor instructions: Students must explain the seven (7) common methods for problem-solving in the table below.

Student's wording will vary, but the responses will need to reflect the content in the sample answer below.

Problem-solving method	Explanation of the method [Approx. word count: 10 – 30 words]
Root Cause Analysis	<<Insert your response here>> Identifying the underlying causes of a problem by repeatedly asking "Why?" until the root cause is revealed.
SWOT Analysis	<<Insert your response here>> Evaluating the internal strengths and weaknesses of an organisation along with external opportunities and threats to identify strategic areas for improvement.
Brainstorming	<<Insert your response here>> Gathering a diverse group of individuals to generate a wide range of creative ideas and potential solutions.
Fishbone Diagram (ISHIKAWA or Cause-And-Effect Diagram)	<<Insert your response here>> Visualising the potential causes of a problem using a diagram that branches out from a central issue, and helping identify contributing factors.
Pareto Analysis (80/20 Rule)	<<Insert your response here>> Prioritising problems by identifying the few critical factors that contribute to the majority of the issues.
Decision Matrix Analysis	<<Insert your response here>> Evaluating and comparing multiple options by assigning weights to various criteria and ranking them based on their overall performance.
5 Why's Technique	<<Insert your response here>> Identifying the root cause of a problem by asking "Why?" five times, delving deeper into the factors contributing to the issue.

Question 6

Explain the five (5) methods to support staff provided in the table below and provide three (3) benefits for each method.

Assessor instructions: Students must explain the five (5) methods to support staff provided in the table below and provide three (3) benefits for each method.

Student's wording will vary, but the responses will need to reflect the content in the sample answer below.

Method to Support Staff	Explanation [Approx. word count: 15 - 40 words]	Benefits [Three (3) benefits for each method]
Mentoring	<p><<Insert your response here>></p> <p>Mentoring involves a more experienced individual, known as a mentor, providing guidance, advice, and support to a less experienced person, known as a mentee. The mentor shares their knowledge, insights, and experiences to help the mentee's personal and professional growth.</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • Knowledge transfer: Mentoring enables the transfer of valuable knowledge and expertise from experienced employees to less experienced ones. • Career Development: Mentees receive guidance on setting goals, making career decisions, and advancing in their careers. • Networking: Mentoring relationships often lead to expanded professional networks and connections. • Increased Job Satisfaction: Both mentors and mentees experience a sense of fulfilment from contributing to each other's development. • Confidence Building: Mentees gain confidence through the support and advice provided by mentors
Coaching	<p><<Insert your response here>></p> <p>Coaching is a structured process where a coach works closely with employees to help them develop specific skills, enhance their performance, and achieve their professional goals.</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • Skill Enhancement: Coaching focuses on improving specific skills or behaviours, directly impacting job performance. • Goal Achievement: Coaches help employees set clear goals and create actionable plans to reach those goals. • Performance Improvement: Coaching addresses challenges and skill gaps, leading to overall improved performance. • Personalised Guidance: Coaches provide individualised feedback and support tailored to each employee's needs. • Employee Engagement: The focus on skill development and career advancement boosts employee motivation and engagement.
Supervision	<p><<Insert your response here>></p> <p>Supervision involves direct oversight and guidance provided by supervisors or managers to ensure</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • Task Management: Supervisors ensure that tasks are allocated, monitored, and completed

	<p>that employees perform their tasks effectively and in alignment with organisational goals and standards.</p>	<p>efficiently, contributing to productivity.</p> <ul style="list-style-type: none"> • Quality Control: Supervisors maintain high-quality work standards by providing feedback and corrective guidance. • Alignment with Goals: Supervision ensures that employee tasks are aligned with the organisation's objectives. • Accountability: Employees are held accountable for their tasks, fostering a sense of responsibility. • Decision Support: Supervisors provide guidance in decision-making, especially in complex situations.
<p>Job Rotation</p>	<p><<Insert your response here>></p> <p>Job rotation involves moving employees to different roles or departments within the organisation temporarily. This exposes them to various functions and responsibilities.</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • Skill Diversification: Job rotation helps employees develop a diverse set of skills and knowledge. • Cross-Functional Understanding: Employees gain insights into how different departments collaborate to achieve organisational goals. • Adaptability: Job rotation enhances employees' ability to adapt to different work environments and tasks. • Employee Engagement: Variety in tasks and responsibilities can lead to increased job satisfaction and motivation. • Succession Planning: Job rotation prepares employees for leadership roles by providing them with a range of experiences.
<p>Peer-to-Peer Learning</p>	<p><<Insert your response here>></p> <p>Peer-to-peer learning involves colleagues sharing knowledge, experiences, and skills with each other in an informal and collaborative manner.</p>	<p><<Insert your response here>></p> <ul style="list-style-type: none"> • Knowledge Sharing: Peer-to-peer learning promotes the exchange of practical knowledge and insights among colleagues. • Informal Learning: Employees learn from real-life experiences and insights shared by their peers. • Collaboration: Peer interactions enhance teamwork, communication, and collaboration across departments.

		<ul style="list-style-type: none"> • Problem Solving: Colleagues can offer immediate solutions and advice based on their experiences. • Empowerment: Employees feel empowered by contributing their knowledge and learning from their peers
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Question 7

Describe the seven (7) most common implementation methods of an operational plan and their applications in the table below.

Assessor instructions: Students must describe the seven (7) most common implementation methods of an operational plan and their applications in the table below.

Student’s wording will vary, but the responses will need to reflect the content in the sample answer below.

Implementation Method	Description [Approx. word count: 15 - 30 words]	Application [When to use] [Approx. word count: 40 - 60 words]
Direct Implementation	<<Insert your response here>> Direct implementation involves executing tasks or activities using existing resources and personnel within the organisation.	<<Insert your response here>> This method is suitable for tasks that are well-defined, routine, and can be accomplished using available in-house resources. For instance: <ul style="list-style-type: none"> • Conducting regular employee training sessions using internal trainers. • Updating the company website with new content using the existing web development team.
Outsourcing	<<Insert your response here>> Outsourcing involves delegating specific tasks or functions to external vendors or contractors who specialise in those areas.	<<Insert your response here>> Use outsourcing when tasks require specialised skills, resources or when the task is not a core competency of your organisation. For example: <ul style="list-style-type: none"> • Outsourcing payroll processing to a third-party HR company. • Hiring a marketing agency to design and execute a comprehensive digital marketing campaign
Project Management	<<Insert your response here>> Project management involves breaking down tasks into manageable phases, assigning	<<Insert your response here>> Utilise project management when tasks are complex, involve multiple steps, and

	responsibilities, setting timelines, and monitoring progress using project management tools.	require close coordination among different teams. Examples include: <ul style="list-style-type: none"> • Launching a new product line, involving tasks from product development to marketing and distribution. • Organising a company-wide event that requires input from various departments.
Cross-Functional Teams	<<Insert your response here>> Cross-functional teams are composed of members from different departments or expertise areas who collaborate to accomplish specific goals.	<<Insert your response here>> Implement cross-functional teams when tasks require diverse skill sets and knowledge from different departments. Examples include: <ul style="list-style-type: none"> • Creating a customer feedback improvement initiative involving representatives from customer service, marketing, and product development. • Developing a new software application with input from designers, developers, and quality assurance experts.
Pilot Programs	<<Insert your response here>> Pilot programs involve testing a new process, product, or service on a smaller scale before a full-scale implementation.	<<Insert your response here>> Pilot programs are useful when implementing new ideas or processes that have uncertainties or potential risks. Examples include: <ul style="list-style-type: none"> • Introducing a new employee wellness program to a specific department before rolling it out company-wide. • Testing a new software system in one branch of a retail chain before implementing it across all branches.
Continuous Improvement (Kaizen)	<<Insert your response here>> Continuous improvement involves making incremental changes to processes, products, or services over time to enhance efficiency and effectiveness.	<<Insert your response here>> Apply continuous improvement methods to ongoing processes or projects that can benefit from regular adjustments. Examples include: <ul style="list-style-type: none"> • Enhancing customer service processes through incremental improvements based on customer feedback. • Optimising supply chain logistics through ongoing analysis and

		adjustments to improve delivery times and cost-efficiency.
Change Management	<<Insert your response here>> Change management methodologies guide the transition from current practices to new processes, often focusing on addressing resistance and ensuring employee buy-in.	<<Insert your response here>> Use change management when implementing significant organisational changes that might face resistance from employees. Examples include: <ul style="list-style-type: none"> • Merging two departments into a single unit. • Implementing a new performance evaluation system across the organisation.

Question 8

Explain the financial information related to an organisation provided in the table below.

Assessor instructions: Students must explain the financial information related to an organisation provided in the table below.

Student's wording will vary, but the responses will need to reflect the content in the sample answer below.

Implementation Method	Explanation (Approx. word count: 50 - 100 words)
Budget	<<Insert your response here>> A budget is a financial plan that outlines an organisation's expected income and expenditures over a specific period. It serves as a roadmap for financial activities and guides resource allocation. A budget allows an organisation to set financial goals, allocate funds to different departments or projects, and monitor spending to ensure that it stays within predefined limits. It provides a framework for financial decision-making and helps organisations achieve their strategic objectives.
Revenue	<<Insert your response here>> Revenue refers to the income generated by an organisation from its primary operations, such as sales of products or services. Tracking revenue is essential to understanding an organisation's financial health. It helps evaluate the success of core business activities and supports planning for growth and expansion.
Profit & Loss Statement	<<Insert your response here>> A P&L statement, also known as an income statement, summarises an organisation's revenues, expenses, and resulting profit or loss over a specific period. The P&L statement provides a snapshot of an organisation's financial performance. It helps assess profitability, analyse trends, and make strategic decisions based on financial outcomes.
Balance Sheet	<<Insert your response here>>

	A balance sheet provides a snapshot of an organisation's financial position at a specific point in time, listing its assets, liabilities, and shareholders' equity. The balance sheet helps gauge an organisation's financial health by showing its assets (what it owns) and liabilities (what it owes). It gives insight into solvency, liquidity, and overall stability.
Cash Flow Statement	<<Insert your response here>> The cash flow statement tracks the movement of cash in and out of an organisation during a specific period, categorising it into operating, investing, and financing activities. The cash flow statement provides visibility into an organisation's cash management. It helps evaluate its ability to generate cash, meet obligations, and invest in growth opportunities.
Financial Ratios	<<Insert your response here>> Financial ratios are quantitative measures that provide insights into an organisation's financial performance, liquidity, efficiency, and profitability. Financial ratios enable comparisons within the organisation over time or against industry benchmarks. They offer a deeper understanding of the organisation's financial strengths and areas that need improvement.
Forecast and Variance Analysis	<<Insert your response here>> Forecasting involves projecting future financial performance based on historical data and current trends. Variance analysis compares actual financial performance to forecasted or budgeted figures. Forecasting helps organisations plan for the future and make proactive adjustments. Variance analysis identifies deviations from expectations, allowing for timely corrective actions.

Question 9

Explain what organisational objectives are and define the financial aspects – costs, identified shortfalls and surpluses they often include, in the table below.

Assessor instructions: Students must explain the terms provided in the table below.

Student's wording will vary, but the responses will need to reflect the content in the sample answer below.

Term	Explanation (Approx. word count: 50 - 100 words)
Organisational Objectives	<<Insert your response here>> Organisational objectives encompass the specific goals and targets that an organisation aims to achieve within a certain time frame. These objectives help guide the organisation's activities, strategies, and decision-making processes. Organisational objectives often include financial aspects such as costs, shortfalls, and surpluses.
Costs	<<Insert your response here>> Organisational objectives related to costs involve controlling and managing various expenses incurred by the organisation. Cost objectives can include reducing operational expenses, minimising production costs, optimising resource allocation, and ensuring efficient utilisation of resources. By setting

	cost-related objectives, organisations aim to improve profitability and financial stability.
Identified Shortfalls	<p><<Insert your response here>></p> <p>Shortfalls refer to the gaps or deficiencies between expected or targeted performance and the actual performance of an organisation. These can be financial or non-financial in nature. Identifying shortfalls helps organisations recognise areas where they are falling short of their objectives. It could include revenue shortfalls, productivity gaps, project delays, or failure to meet customer expectations. Addressing identified shortfalls requires strategic adjustments and corrective measures to get back on track.</p>
Surpluses	<p><<Insert your response here>></p> <p>Surpluses represent the excess or positive difference between the expected or targeted performance and the actual performance of an organisation. Surpluses can be financial, such as achieving higher revenue or profit than anticipated, or non-financial, like exceeding customer satisfaction goals. While surpluses are generally considered positive, they also require effective management to ensure that resources are utilised efficiently and that the organisation remains aligned with its broader objectives.</p>

Assessment checklist:

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

1	Nine (9) short answer questions to be completed in the spaces provided.	<input type="checkbox"/>
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Congratulations you have reached the end of Assessment 1!

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