

**SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Business Management					
<b>TSC</b>	Budgeting					
<b>TSC Description</b>	Prepare organisational budgets to support short- and long-term business plans through forecasting, allocation and financial policy setting					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>HAS-FIN-3001-1.1</b>	<b>HAS-FIN-4001-1.1</b>	<b>HAS-FIN-5001-1.1</b>	<b>HAS-FIN-6001-1.1</b>
			Prepare business unit's operational budgets	Manage budgeting and forecasting for annual financial and business planning within the business unit	Develop long-term financial plans and budget requirements	Endorse organisational financial and treasury management policies, systems, budgets and plans
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Objectives, parameters and types of budgets</li> <li>Key principles of accounting and financial systems</li> <li>Types of data sources and data required to prepare a budget</li> <li>Accounting principles and practices related to budget preparation</li> <li>Key principles of budgetary control, budget plans and budgetary control techniques</li> <li>Requirements of Singapore's taxation policies</li> <li>Functional objectives and key requirements</li> <li>Organisational financial data</li> <li>Financial analytical techniques and methodology</li> <li>Stakeholders to consult on budget calculations</li> </ul>	<ul style="list-style-type: none"> <li>Assumptions and parameters of budgets</li> <li>Factors in internal and external environments that impact budgets</li> <li>Methods of analysing budget history and trends for business unit</li> <li>Methods to forecast revenue, expenses and balance sheet for business unit</li> <li>Considerations of conducting scenario analysis</li> <li>Forecasting techniques</li> <li>Types of budget controls and their purposes</li> <li>Means to monitor financial operations of business unit against budget outcomes</li> <li>Verifiable financial evidences of organisation</li> <li>Importance of verifiable financial evidences in budget planning and forecasting</li> </ul> <p>Processes in communicating budget plans and performance</p>	<ul style="list-style-type: none"> <li>Types of financial milestones and performance indicators</li> <li>Methods of identifying factors that may impact financial plans or budgets</li> <li>Assumptions and parameters of financial forecasts</li> <li>Means of communication of budget plans</li> <li>Stakeholders to discuss and negotiate cost allocation and targets</li> <li>Significant issues pertaining to budgets</li> </ul>	<ul style="list-style-type: none"> <li>Financial analysis and relationship between budgets and forecasts</li> <li>Types of risk management, control policies and strategies</li> <li>Organisational financial policies pertaining to financial, credit and treasury management</li> <li>Best practices with regards to finance, credit and treasury management policies</li> <li>Global business environment within the industry and beyond</li> <li>Relevant legislation to comply with</li> <li>Critical success factors for effective financial management</li> </ul>

				to relevant stakeholders for endorsement		
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Analyse business function strategies, functional objectives and operational plans</li> <li>Carry out forecasting and budgeting for the financial year</li> <li>Calculate the business unit's cash flow requirements</li> <li>Determine the business unit's financing needs for the financial year</li> <li>Compare budget data with estimations to highlight discrepancies</li> <li>Report budget calculations and discrepancies to organisation management to facilitate decisions on budget allocation</li> <li>Ensure adherence to financial controls in accordance with relevant organisational corporate governance and financial policies, legislation and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Recommend parameters and assumptions for budget forecasting in accordance with organisational needs and market conditions</li> <li>Prepare financial forecasts to facilitate financial and business planning</li> <li>Implement budget plans to manage resource allocation to business activities</li> <li>Manage actual budget to enable financial operations to be measured against forecasted business plans</li> <li>Monitor budget outcomes to ensure proper utilisation and accounting of resources against their intended purposes</li> <li>Present financial forecasts, budgets and budget outcomes to immediate supervisors for review and approval</li> </ul>	<ul style="list-style-type: none"> <li>Determine short- and long-term financial needs to assess current financial situations</li> <li>Formulate financial plans aligned to overall organisational strategies</li> <li>Allocate budget resources in accordance with organisational financial plans</li> <li>Review financial forecasts to anticipate changes in business and operational circumstances</li> <li>Review draft budgets in accordance with organisational guidelines</li> <li>Monitor and evaluate actual expense figures against budget to identify and address variances</li> <li>Report findings, recommendations and options to organisation management for review in accordance with organisational policies</li> </ul>	<ul style="list-style-type: none"> <li>Set direction for organisational budget planning in consultation with stakeholders</li> <li>Align budget plans with organisation's strategic plans</li> <li>Review organisational financial and treasury management policies, systems, budgets and plans</li> <li>Evaluate effectiveness in increasing business value</li> <li>Evaluate implications of financial and treasury management policies, systems, budgets and plans on the organisation</li> <li>Advise senior management on refinements to financial and treasury management policies, systems, budgets and plans</li> <li>Evaluate financial and treasury management policies, systems, budgets and plans for endorsement purposes</li> </ul>