

TSC Category	General Management					
TSC	Business Negotiation					
TSC Description	Conduct negotiations to establish win-win outcomes for the organisation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HAS-BIN-3105-1.1	HAS-BIN-4105-1.1	HAS-BIN-5105-1.1	HAS-BIN-6105-1.1
			Apply negotiation skills and techniques and document negotiations	Participate in negotiations	Manage and direct negotiations and refine negotiation policies	Direct negotiation policies and develop negotiation limits
Knowledge			<ul style="list-style-type: none"> Negotiation objectives Context of negotiation Social and cultural differences which may affect negotiations Interpersonal skills Communication and conflict resolution techniques Relevant precedents in past negotiations 	<ul style="list-style-type: none"> Negotiation objectives Context of negotiation, which relates to negotiation objectives Components of negotiation plans Negotiation roles and responsibilities Negotiation processes and techniques Relevant precedents in past negotiations Legislation and regulations pertaining to negotiations 	<ul style="list-style-type: none"> Negotiation styles Results of effective negotiation Conditions for successful negotiation Organisational negotiation policies and guidelines Legislation and regulations pertaining to negotiations 	<ul style="list-style-type: none"> Situations that negotiation may be used in organisation Negotiation policies and guidelines Means of applying negotiation limits and guidelines Legislation and regulations pertaining to negotiations
Abilities			<ul style="list-style-type: none"> Identify negotiation outcomes in commercial situations to establish organisation's desired position in the negotiation Identify roles and responsibilities needed to support negotiation objectives Prepare relevant background information to understand other parties' position Use negotiation processes and techniques to assist in achieving desired negotiation outcomes 	<ul style="list-style-type: none"> Plan and prepare alternatives and outcomes for both parties in negotiations to support negotiation objectives Apply communication and conflict resolution techniques to achieve desired negotiation outcomes Finalise negotiation and take necessary follow-up actions to close negotiation Monitor and evaluate negotiation outcomes against objectives in accordance with 	<ul style="list-style-type: none"> Plan and prepare for negotiation in accordance with negotiation strategies Implement negotiation strategies according to negotiation guidelines during negotiation process Provide feedback to relevant parties for negotiation policies refinement 	<ul style="list-style-type: none"> Drive the establishment of the organisation's negotiation policies and limits Set negotiation guidelines to be used during negotiation process Evaluate and refine negotiation policies and limits based on negotiation outcomes

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

			<ul style="list-style-type: none">Record negotiations for evaluation and documentation purposes	organisational procedures		
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