

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Management					
TSC	Budgeting					
TSC Description	Prepare organisational budgets to support short- and long-term business plans through forecasting, allocation and financial policy setting					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-FIN-2001-1.1-1	TOU-FIN-3001-1.1	TOU-FIN-4001-1.1	TOU-FIN-5001-1.1	
		Maintain records of business unit's operational budgets	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	
Knowledge		<ul style="list-style-type: none"> Principles of forecasting and budgeting Types of data sources to obtain budget information Basic accounting techniques Budgeting techniques and tools Business unit and project financial data Data collection techniques and methodologies Budget requirements 	<ul style="list-style-type: none"> Objectives, parameters and types of budgets Key principles of accounting and financial systems Types of data sources and data required to prepare a budget Accounting principles and practices related to budget preparation Key principles of budgetary control, budget plans and budgetary control techniques Requirements of Singapore's taxation policies Functional objectives and key requirements Organisational financial data Financial analytical techniques and methodologies Stakeholders to consult on budget calculations 	<ul style="list-style-type: none"> Assumptions and parameters of budgets Factors in internal and external environments that impact budgets Methods of analysing budget history and trends for business unit Methods to forecast revenue, expenses and balance sheets for business unit Considerations of conducting scenario analysis Forecasting techniques Types of budget controls and their purposes Means to monitor financial operations of business unit against budget outcomes Verifiable financial evidences of organisation Importance of verifiable financial evidences in budget planning and forecasting 	<ul style="list-style-type: none"> Types of financial milestones and performance indicators Methods of identifying factors that may impact financial plans or budgets Assumptions and parameters of financial forecasts Means of communication of budget plans Stakeholders to discuss and negotiate cost allocations and targets with Significant issues pertaining to budgets 	

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