

Golf Course Manager

UNIT 39

Manage a budget

Overview

The aim of this unit is to provide the learner with the knowledge, understanding and skills to manage a budget.

	Learner Outcomes		Assessment Criteria
	The learner will:		The learner can:
1	be able to develop skills to manage a budget	1.1	evaluate available information and consult with others to prepare a realistic budget for the respective area or activity of work
		1.2	submit the proposed budget to the relevant people in the organisation for approval and to assist the overall financial planning process
		1.3	discuss and, if appropriate, negotiate the proposed budget with the relevant people in the organisation and agree the final budget
		1.4	use the agreed budget to actively monitor and control performance for the respective area or activity of work
		1.5	identify the causes of any significant variances between the budget and what actually happened and take prompt corrective action, obtaining agreement from the relevant people if required
		1.6	propose revisions to the budget, if necessary, in response to variances and/or significant or unforeseen developments and discuss and agree the revisions with the relevant people in the organisation

		1.7	provide ongoing information on performance against the budget to relevant people in the organisation
		1.8	advise the relevant people as soon as possible if you have identified evidence of potentially fraudulent activities
		1.9	gather information from implementation of the budget to assist in the preparation of future budgets
		1.10	present information clearly, concisely, accurately and in ways that promote understanding
		1.11	act within the limits of their authority
		1.12	show integrity, fairness and consistency in decision-making
		1.13	say no to unreasonable requests
		1.14	use communication styles that are appropriate to different people and situations
		1.15	take and implement difficult and/or unpopular decisions, if necessary
		1.16	respond quickly to crises and problems with a proposed course of action
2	know and understand how to manage a budget	2.1	describe the purposes of budgetary systems
		2.2	explain where to get and how to evaluate the available information in order to be able to prepare a realistic budget
		2.3	describe the importance of spending time on and consulting with others in preparing a budget
		2.4	explain how to discuss, negotiate and confirm a budget with people who control the finance and the key factors that should be covered
		2.5	explain how to use a budget to actively monitor and control performance for a defined area or activity of work
		2.6	describe the main causes of variances and how to identify them

		2.7	explain different types of corrective action that could be taken to address identified variances
		2.8	explain how unforeseen developments can affect a budget and how to deal with them
		2.9	describe the importance of agreeing revisions to the budget and communicating the changes
		2.10	describe the importance of providing regular information on performance against the budget to other people
		2.11	describe the types of fraudulent activities and how to identify them
		2.12	describe the importance of using the implementation of the budget to identify information and lessons for the preparation of future budgets
		2.13	describe the factors, processes and trends that are likely to affect the setting of budgets in your industry/sector
		2.14	describe the area or activity for which the budget is set
		2.15	describe the vision, objectives and operational plans for your area of responsibility
		2.16	describe the budgeting period(s) used in the organisation
		2.17	describe organisational guidelines and procedures for the preparation and approval of budgets and for monitoring and reporting of performance against budgets and revising budgets
		2.18	describe the agreed budget, how it can be used and how much it can be changed without approval
		2.19	explain the limits of your authority
		2.20	explain who needs information in the organisation about performance against the budget, what information is needed, when it is needed and in what format

		2.21	explain what to do and who to contact if you suspect fraud has been committed
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