

INSTITUTE OF BANKING AND FINANCE OF TRINIDAD & TOBAGO



Prospectus for the
Diploma in Banking
Programme

what's inside this prospectus...



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about the institute of banking and finance



With rapid changes being experienced within the Financial Services industry, including globalisation and the blurring of traditional boundaries between banks, insurance companies and other financial institutions, each of these sectors must look to continuing education as a way to remain in the forefront of the financial services industry. This is validated by the increasing need in the workforce for qualified and skilled personnel.

The Institute of Banking and Finance of Trinidad and Tobago recognises the need for ongoing education, relevant to the Banking and Financial services industry. IBAF's education Programmes provide students with the knowledge and skills necessary to compete in the fast paced Financial Services Industry.

OUR MISSION

"To facilitate the continuous development of Banking and Finance professionals and to promote high standards of knowledge, skills and conduct to meet the demands of a changing financial industry."

VISION

"To be the preferred learning institution for Financial Service professionals."

welcome to a new world of opportunity...



Banking, like any profession, is not mastered overnight. To become the best, it takes time, effort and commitment.

If a career in banking is your choice, then this is a journey worth taking.

By opening this prospectus, you have opened up a whole new world of opportunity. You have also shown that you possess the tenacity to succeed.

Whether you are a recent C.X.C. graduate or you are new to the Banking Industry and would like to attain a professional banking qualification; or you are an experienced Banker and wish to enhance your knowledge and skills; the Institute can help you to achieve these goals.

By choosing the Diploma in Banking, you are not only increasing your opportunities for career advancement, but you are also improving your ability to respond quickly to changes in the Banking and Finance Industry.

The Diploma in Banking Programme is Trinidad and Tobago's only Diploma Programme geared specifically towards the study of Banking. It comprises two levels:-

- The Certificate Level
- The Diploma Level

This Programme provides the foundation on which a sound banking career can be built. It enables students to think logically and clearly, as well as, communicate effectively. It also prepares students for the assumption of various positions within the Banking Industry

Additionally, students who complete the Diploma in Banking Programme and do not have 'A' levels are eligible for admission into UWI to pursue any of the BSc Full Time or Part Time degrees offered by the Faculty of Social Sciences or the BSc Banking & Finance degree offered by UWI's Evening University. Students with a B+ average are eligible for exemptions and credits within the degree Programmes.

The Institute will provide you with all of the support that you need to successfully complete this Programme and we wish you all the best in your studies!

Chief Executive Officer
Institute of Banking & Finance
of Trinidad & Tobago

the certificate level...

This is the introductory level of the Diploma in Banking Programme. It consists of six compulsory modules:

- Customer Service & Business Communications
- Introduction to Banking
- Economics
- Accounting
- Banking Law
- Introduction to Lending & International Business

Who is it for?

- Persons wishing to obtain an industry recognised banking qualification
- Those persons wishing to develop their knowledge and skills of the Banking Industry

Benefits to you

- Improve your understanding and knowledge of the Banking and Finance Industry
- Improve your customers' service experience and gain a competitive edge

How and where to study

There are currently two methods of study available to students, self-study or tuition based learning. Both methods are designed to enable students to fit their studies around work and other commitments. It is important to take time to consider which mode of study is better suited to your learning capabilities, the timeframes you are working with and your lifestyle.

Entry Criteria

Students must meet the following criteria:-

- Five CXC/GCE O'Levels Grades I & II (grade III if attained in 1998 or thereafter). The subjects must include English and Math or a Math related subject
- Students' membership subscription must be up-to-date.

Examination Entry

In order to sit the Institute's examinations in the specific subjects, eligible candidates must complete the required examination registration form and submit it to the Institute, before the deadline date, with the appropriate fee.

Deadline Dates

The deadline dates are normally at end of January for the March sitting and July for the September sitting.

Students are advised of the exact dates via the Programme brochure, Newsletter and Website, late entries will not be accepted. This information can also be obtained from the Institute. Examination fees are non-refundable and will not be applied to a later examination if the candidate does not sit as originally planned. An exception to this regulation can only be made in circumstances of serious illness or extenuating circumstances and at the sole discretion of the Institute. Such requests must be supported by evidence and validated by the Institute. In this case, a deferral fee is payable to sit a subsequent examination.

How will I be assessed?

All subjects are assessed via an examination. Examinations are usually held in the middle of May and November. Provided that there are no irregularities, results will normally be sent to candidates by mid-August for the May exam and the end of January for the November exam.

module CA1: customer service & business communication

1. INTRODUCTION

It is now widely accepted that effective customer service is a precondition for success in today's competitive business environment. This is particularly so in the Financial Services Sector where competitive superiority depends less on product differentiation and more so on the nature of the relationship the service provider has with its customers. Further, it is now accepted that since communication facilitates the transfer of information from person to person, business to business, within businesses and across businesses, an understanding of the basics of communication is a pre-requisite for the formulation and implementation of effective customer service strategies.

2. MODULE DESCRIPTION

This module will be offered in two parts. The first part will emphasise the fundamentals of communication. Here, emphasis will be placed on understanding the techniques used to disseminate information to both internal and external publics of an organisation, as well as, in assessing the impact of such communication.

The second section of the module will stress the importance of understanding, in an emphatic way, the needs, expectations and aspirations of customers as a basis for building relationships which add value to the customer, whilst being at least potentially profitable to the finance service provider.

3. MODULE OBJECTIVE

The primary objectives of this module are to provide the student/candidate with an understanding of the role of communication in the organisation and to demonstrate the importance of customer service in the realisation of organisational objectives within the context of the highly competitive financial services sector.

4. MODULE EVALUATION & EXAMINATION FORMAT

Students' understanding of the material will be assessed via a proctored three (3) hour examination. This examination will comprise two sections: namely Sections A & B.

Section A will emphasise communication issues and Section B will focus on customer service matters.

Section A comprises four (4) questions related to practical communication issues in the workplace of which students will be required to answer two questions. This section will be worth 40% of the exam marks i.e. 20 marks per question.

Section B comprises six (6) customer service related questions of which candidates will be required to answer any three. The question will be application oriented and the Section will be worth 60% of the marks.



module CA1: customer service & business communication

5. LEARNING OUTCOMES

On the completion of this module, the student/candidate should be able to:

1. Use language to convey ideas clearly and unambiguously
2. Write clearly and concisely for a range of business situations
3. Prepare and/or deliver excellent presentations in a range of formats and under a range of situations
4. Describe and illustrate the range of practical tools which can aid communication including letters, circulars, memoranda, minutes etc.
5. Describe the appropriate use of the telephone and electronic aids such as – fax, email, the internet, telenet, Microsoft Word and spread sheets
6. Plan and apply strategies for meeting customer needs in the financial service sector using a range of delivery channels
7. Demonstrate an understanding of what constitutes quality customer service
8. Demonstrate an understanding of the issues involved in the management of customer satisfaction and in the formation of customer retention strategies
9. Demonstrate an ability to effectively manage relationships with customers within the context of the legal, ethical, economic and social constraints confronting financial service providers.
10. Understand the importance of recognising and dealing with customer turnoffs
11. Describe how to properly manage difficult customers
12. Explain the importance of training, development and empowerment of customer service employees



module CA1: customer service & business communication

6. SYLLABUS

1. Foundations of Business Communication.
2. Intercultural Communication.
3. Fundamentals of language and grammar including subject/verb agreement, parts of speech, phrases, sentences and paragraphs.
4. Writing Reports and Proposals.
5. Meetings, minutes and presentations.
6. Writing letters, circulars and memoranda.
7. Electronic aids - Fax, Email, the Internet, Telenet, Microsoft Word and spread sheets.
8. Managing Customer Communications; methods of communications; communication and technology; causes of communication breakdowns.
9. Customer Service Fundamentals:
 - What is customer service?
 - Understanding customer satisfaction
 - The base needs of every customer
 - External and internal customers
 - Barriers to excellence in customer service
 - Techniques for exceeding customer expectations
 - Ethics in customer service
 - Customer service is everybody's business
10. Managing Customer Relationships:
 - Understanding and managing customer expectations; what motivates customers to buy.
 - Developing customer confidence and keeping customers happy.
 - Planning and making persuasive presentations.
 - Managing customer contact strategies: face to face, telephone, post/mail, internet.
 - Dealing with difficult customers.
 - Dealing with difficult situations: imparting bad news; closing accounts.
10. Managing Customer Relationships: cont'd
 - Handling complaints and problems.
 - Recognising and dealing with customer turnoffs: turnoffs arising from value systems or people problems; steps needed to create customer loyalty.
 - Assessing customer satisfaction through active listening, mystery shopping, focus groups and feedback cards.
11. Developing Customer Service Strategies:
 - Understanding Service Quality: technical quality; functional quality; determinants of service quality.
 - Measuring Service Performance: target and standard setting; monitoring the service environment; monitoring service performance; the customer satisfaction/and diagnosing service quality failures; the relationship between service quality, productivity and profitability; customer retention; service guarantees and service recovery; TQM tools applicable to service
12. Managing Service personnel:
 - Your responsibility as a customer service employee
 - Working as part of the customer service team
 - Conflicts in boundary-spanning roles and implications of role stress
 - Selection, training, motivation and empowerment of service staff
 - Internal marketing to build and foster a customer service oriented culture
 - Leadership in customer service

module CA1: customer service & business communication

7. REQUIRED TEXTS AND READINGS

Required Texts:

- Bovee, Thill & Scgatzman, *Business Communication Today*, Prentice Hall
- Elaine K. Harriss, *Customer Service*, 3rd ed, Prentice Hall, 2003.

Highly Recommended Texts and Readings.

- McKay, Melanie & Rosa, Elizabeth, *The Accountant's Guide to Professional Communication, Writing and Speaking the Language of Business*, Dryden Press
- Ford, *Customer Service: Marketing and the Competitive Environment*, Pitman Publishers
- Woods, *Customer Service, S/NQV Level 3*, Heinmann 2004
- Paul R. Trimm, *Customer Service: Career Success Through Customer Satisfaction (Net Effect Series)*, 2nd Ed, The Marriott School of Management, Brigham Young University/ Prentice Hall (2001)
- John Batson and K. Douglas Hoffman, *Managing Services Marketing*, 4th ed, Dryden Press, 1999
- Leonard Berry, *Discovering the Soul of Service: The Nine Drivers of Sustainable Business Success*, The Free Press, 1999.
- Benjamin Schneider and David E. Brown, *Winning the Service Game*, Harvard Business School, 1995
- Ron Zemike and Hohn Woods, *Best Practices in Customer Service*, Amacom 1999
- Marian Thomas, *Customer Service: the Key to Winning Lifetime Customers*, National Press Publications (a Division of Rockhurst College Continuing Education Centre, Inc.) USA.



module CA2: introduction to banking

1. INTRODUCTION

Banks exist to make profit for their shareholders. Their stock in trade is money which is taken on deposit and then loaned out. Additionally banks also transmit money.

2. MODULE DESCRIPTION

This module introduces the Basics of Banking and accordingly presents the student with a good grounding in the Elements of Banking Operations, Lending including Securities, Foreign Exchange and the use of Information Technology in Banking.

The Module also provides an appreciation of the Roles and Functions of the major players in the Financial Industry in Trinidad and Tobago

3. MODULE OBJECTIVE

The objective of this module is to provide students with an understanding of the development of the Financial Industry in Trinidad and Tobago, as well as, an appreciation of the business of Banking.

4. MODULE EVALUATION & EXAMINATION FORMAT

The Paper is divided into two parts.

Section 'A' which is compulsory will consist of 20 multiple choice or short answer questions or a combination of both for twenty (20) marks in total. This part of the paper is intended to test the breadth of coverage of the Syllabus.

Section 'B' consists of seven (7) full length questions of which four (4) must be answered for twenty (20) marks each. This part tests the depth of understanding of the Module.

5. LEARNING OUTCOMES

Upon completion of this Module students should be able to:

1. Discuss the development of the Banking and Financial Industry in Trinidad and Tobago and the role and functions of banks and other financial institutions
2. Define Money, outline its functions and characteristics and appreciate the value and importance of money in the industry, including its pricing and the need for stability in value
3. Describe the wide range of banking and financial activities, products and services and their significance
4. Analyse and explain the main activities of banks including the Banker / Customer Relationship, the Payments and Funds Transfer Systems, Lending, Security and Foreign Exchange
5. Outline the developments in technology which have changed the face of Banking in recent years and describe the application of Information Technology and Automation in the main areas of Banking Operations



module CA2: introduction to banking

6. SYLLABUS

Topics to be covered in this Module include:

1. The Financial Industry.
 - A brief history of the development of the Financial Services Industry in Trinidad and Tobago including the legal framework within which it operates
 - The institutions which comprise the Financial Sector in Trinidad and Tobago and the role of each in providing financial services
 - The Organisational structure of a bank and respective roles of each department
2. Money
 - What is Money?
 - The functions and desirable characteristics of money
 - The value of money and the price of money- inflation, interest rates and exchange rates
 - Liquidity and its importance in banking
 - Introduction to Treasury Operations (the funding of loans and management of risk)
3. The Banker/Customer Relationship - definitions and characteristics.
 - Legal principles underlying the banker customer relationship
 - Some contemporary issues in banker/customer relationship- customer protection, the Financial Services Ombudsman, bank rates and charges etc.
 - Customer Relationship Management
4. Bank Customers - Various types of bank customers
 - Personal customers
 - Business customers - sole traders, partnerships, limited companies
 - Clubs, societies, trustees etc.
5. Bank Products and Services
 - Account opening and closing procedures
 - Types of Accounts - Deposit accounts, current accounts etc.,
 - Characteristics, advantages and disadvantages
 - Managing accounts
 - Mutual Funds
6. Funds Transfer and Payment Systems
 - Cheques - legal definition
 - The Clearing System
 - Negotiable Instruments
 - Payment methods - preferred methods for various types of transactions
 - Growth of Automated Payment Systems.
7. Foreign Transactions
 - Foreign Exchange
 - Finance of Foreign Trade
 - Foreign payment systems for individuals and businesses
 - SWIFT, Letters of Credit, Documentary Collections
8. Introduction to Lending
 - How banks make money
 - The concept of risk and reward
 - Principles of Lending, the Canons of Lending
 - Application of lending principles to different situations
 - Credit Scoring
 - Types of Lending appropriate to banks
Understanding customers' needs
 - Mortgages, Business loans, special groups - small business, agriculture etc.

module CA2: introduction to banking

9. Security

- Characteristics of good security
- Types of security taken by banks
- Perfecting and realising security

10. Information Technology and Automation.

- The use of I.T. and Automation in modern banking
- Processing of transactions
- Providing customer account information
- Assistance in decision making
- Automated services
Home / Telephone Banking
- Confidentiality in computerised information.

11. Some Contemporary Legal and Regulatory Issues.

- Credit Bureau - The Automated Credit Bureau
- Collections and Delinquency
- Regulations and Compliance
- Identity fraud, source of funds, declarations, electronic fraud

Further Reading

- From Colonial to Republic - Republic Bank
- Electronic Banking and the Law - A. Arora (Banking Technology)
- Bankers' Securities - A Practical and Legal Guide - V. Amin (CIB Books)
- Law Relating to Banking Services - G. Roberts and A. Laidlaw (CIB Books)
- Cases and Materials in Banking Law - A. Arora (Pitman)
- Bankers' Lending Techniques - C.N. Rouse (CIB Publishing)
- Applied Lending Techniques - C.N. Rouse (CIB Publishing)
- A Guide to Negotiable Instruments - D. Richardson (Butterworths)
- Payment Clearing - Chartered Banker - April 1998

7. SUGGESTED TEXTS AND READINGS

Recommended Reading

- The Business of Banking - K. Pond and G. Lipscombe (CIB Publishing)

Supplementary Reading

- Current Issues in Financial Services - B. Anderton (MacMillan)
- Banking : An Introductory Text - P.Molyneux (MacMillan)
- The Electronic Bank - A. Gandy and C. Chapman (CIB Publishing)
- Modern Banking in Theory and Practice - S. A. Hefferman (Wiley)
- Banking : The Legal Environment - M. Fardon (Northwick)

Additional Sources of Reference

The following websites:

- www.icb.org
- www.ifsllearning.com
- Other sites relating to the subject - ref:
- Google, MSN, Yahoo etc.

module CA3: economics

1. INTRODUCTION

This module reviews and expands on some basic economic concepts, with emphasis on macro-economics and to a lesser extent microeconomics. It is both practical and theoretical in that it requires the candidate to apply both macroeconomic and microeconomic tools to Trinidad and Tobago and Caribbean economic problems.

2. MODULE DESCRIPTION

The emphasis of this module is on macroeconomic theory, with special reference to Trinidad and Tobago and the Caribbean. Less emphasis is placed on micro-economics. It will review the basic concepts pertaining to: demand and supply, production possibilities, opportunity costs, national income and its determinants, the circular flow of income, and Gross Domestic Product. Key issues such as consumption, investment, inflation and unemployment are also examined. A basic introduction to the economics of money, banking and monetary policy is also presented. Finally, there will be a discussion of the role of the government, the balance of payments and the foreign exchange market. References and examples from the local economy will be integrated throughout the module. Finally, the module will attempt to apply these concepts to contemporary Trinidad and Tobago and Caribbean economic problems and issues.

3. MODULE OBJECTIVE

The primary objective of this module is to enable candidates to acquire and demonstrate a good understanding of economic theory and principles. This knowledge should enable them to better understand and apply it to Trinidad and Tobago and Caribbean economic issues, as well as, the global economic environment.

4. MODULE EVALUATION & EXAMINATION FORMAT

The candidates understanding of the module will be measured via one examination. This exam is out of 100 points and consists largely of essay type questions, with graphical presentation where applicable, and short answers. Nine questions would be presented, with candidates required to answer five for twenty (20) points each. In most cases the "essay-type" questions may (or may not) include the use of graphs, explanations and calculations.

5. LEARNING OUTCOMES

On completion of this module students are expected to have a solid understanding of the following:

1. The basic concepts of economics such as: opportunity cost, national income, the market mechanism, and Gross Domestic Product (GDP) versus Gross National product (GNP)
2. The tools necessary for analyzing real world macroeconomic problems
3. Theories of consumption and investment, and the determination of economic equilibrium
4. The role and functions of money, the money creation process, and the role of the Central Bank
5. The basics of balance of payments and the foreign exchange market
6. An understanding of Trinidad and Tobago and Caribbean economic problems

module CA3: economics

6. SYLLABUS

1. Introduction

- Issues of Scarcity and Choice
- What is economics about?

2. Production Possibilities and Opportunity Costs

- Factors of Production
- The laws of diminishing returns and increasing costs
- Production possibilities frontiers

3. Demand and Supply

- The basics of supply and demand
- Determination of the equilibrium price
- Factors affecting changes in demand and supply
- The Market Mechanism

4. Aggregate Demand and Aggregate Supply

- Introduction to recessions and the business cycles
- Measuring the National economy
- Aggregate demand and supply in Equilibrium

5. Gross Domestic Product Accounting

- The expenditure and income approaches to GDP
- Comparison of GDP and GNP
- National Accounts

6. Consumption and Investment

- What determines consumption?
- Some hypotheses: Keynesian, Friedman, and
- What determines Investment?

7. Equilibrium National Income

- How the economy moves toward equilibrium
- The income multiplier
- The paradox of thrift

8. Fiscal Policy: Coping with Inflation and Unemployment

- Equilibrium and full employment
- The natural rate of unemployment
- Understanding Inflation
- Winners and losers from inflation

9. Caribbean Economic Problems

- The National Budget
- Fiscal and Monetary Policy issues
- Caribbean export industries
- Caribbean Integration

10. Money

- Money in the modern economy
- What is money?
- The quantity theory of money
- The demand for money

11. Money Creation and the Banking System

- How banks create money
- Why banks fail
- Safeguarding the system

12. The Central Bank and Monetary Policy

- The Central Bank: a brief history and review
- Instrument for controlling the money supply
- The functions of the Central bank

13. Government and the Macroeconomy: Can Government Really Stabilise the Economy?

- Keynesian and Classical approaches to explaining issues of inflation and unemployment
- The role of the government
- Other views of the role of the government, such as: supply-siders and neo-Keynesians

14. Exchange Rates, Balance-of Payments and International Debt

- The role of exchange rates in the economy,
- Balance-of -payments,
- The issue of national debt

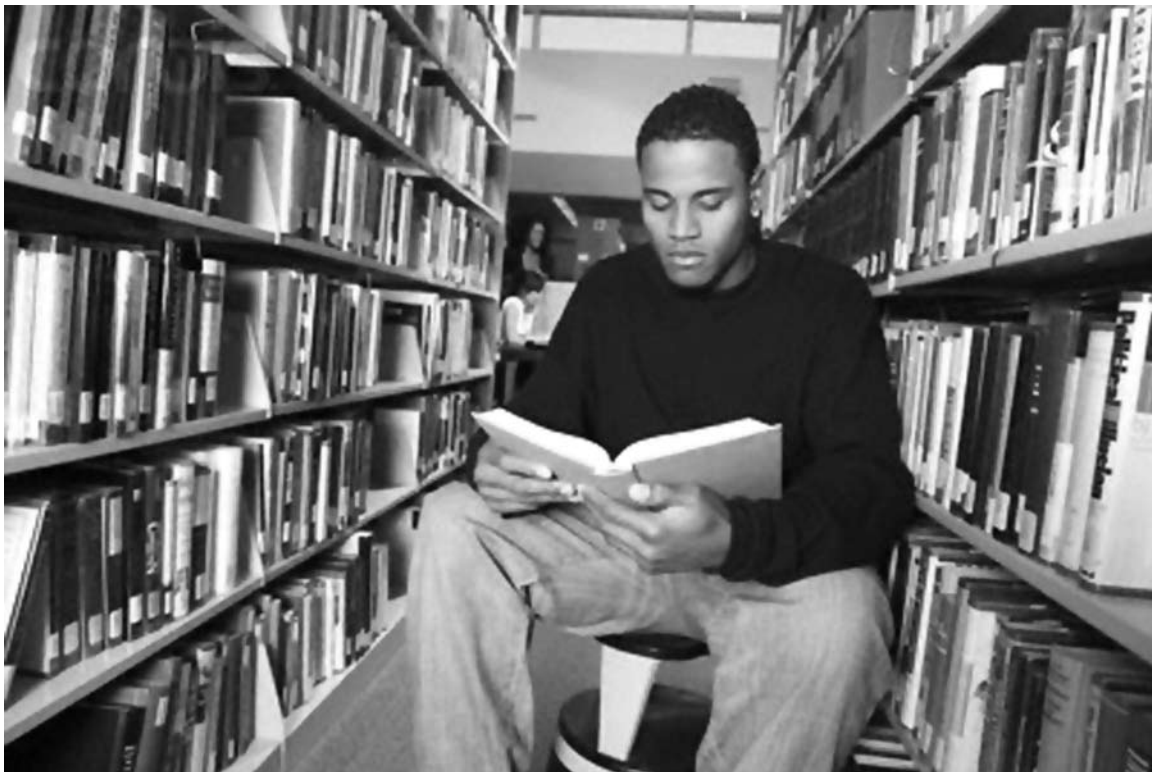
module CA3: economics

7. SUGGESTED TEXTS AND READINGS

- Gottheil, Fred (1999) Principles of Macroeconomics, Second Edition, Cincinnati, Ohio: South-Western College Publishing
- Beardshaw, Brewster, Cormack & Ross, Economics: A Student's Guide, 5th Edition, Prentice-Hall, 2001
- Boyes, W. and Melvin, M (2000) Macroeconomics,

Periodicals

- Central Bank of Trinidad and Tobago, Monetary Policy Report, Various Issues.
- Central Bank of Trinidad and Tobago, Economic Bulletin, Various Issues
- Central Bank of Trinidad and Tobago, Annual Economic Surveys
- Central Bank of Trinidad and Tobago, Monthly Statistical Digests
- Ministry of Finance, Review of the Economy, Latest Year



module CB1: accounting

1 INTRODUCTION

It is imperative that Bankers equip themselves with Accounting Skills. This will not only enhance their contribution to their organisation, but will also serve as a mechanism for upward mobility in their careers.

2. MODULE DESCRIPTION

All banking staff are called upon to deal with accounting and related issues on a daily basis. This Accounting Module introduces the basic accounting concepts, principles and rules that underpin the subject. Bankers must familiarise themselves with these topics since they are called upon on a daily basis to make decisions which require accounting knowledge. Accounting is an introductory module which will equip students with the accounting background necessary to achieve these goals.

3. MODULE OBJECTIVES

The main objectives of this introductory Accounting Module are to:

- To provide students with an understanding and appreciation of basic financial accounting terms, concepts and principles.
- To enable students to prepare accounting records and financial statements, including the Balance Sheet, Income Statement and Statement of Cash Flows that firms use to describe their businesses.
- To assist students with the use of accounting information for decision-making.

4. MODULE EVALUATION & EXAMINATION FORMAT

This Module will be evaluated as follows:

The Examination will be of three (3) hours duration comprising.

Part A

30 Multiple Choice Questions for which 30% of the Marks will be awarded.

Part B

This section consists of three (3) questions. Candidates must attempt all three (3). Marks to be awarded for this Section – 70%

5. LEARNING OUTCOMES

1. Students will understand the environment of financial accounting:

- Identify the major financial statements and other means of financial reporting
- Identify the objectives of financial reporting
- Explain the meaning of generally accepted accounting principles

2. Students will gain an understanding of the basic principles and assumptions of accounting:

- Describe the usefulness of a conceptual framework
- Understand the objectives of financial reporting
- Identify the quantitative characteristics of accounting information
- Define the basic elements of financial statements
- Describe the basic assumptions of accounting
- Describe the impact that constraints have on reporting accounting information

3. Students will analyse financial transactions in order to prepare financial statements:

- Understand basic accounting terminology
- Explain double entry rules
- Identify steps in the accounting cycle
- Record transactions in journals, post to ledger accounts and prepare a trial balance
- Explain the reasons for adjusting entries and prepare them
- Explain the reasons for closing entries and prepare them

module CB1: accounting

3. Students will analyse financial transactions in order to prepare financial statements: cont'd

- Explain how inventory accounts are adjusted at year-end
- Prepare a 10-column work sheet

4. Students will understand and prepare the Income Statement and related information:

- Identify the uses and limitations of an Income Statement
- Prepare a Retained Earnings Statement
- Explain how other comprehensive income is reported

5. Students will understand and prepare the Balance Sheet:

- Identify the uses and limitations of a Balance Sheet
- Identify the major classifications of the Balance Sheet
- Prepare a classified Balance Sheet
- Identify Balance Sheet information requiring supplemental disclosure
- Identify major disclosure techniques for the Balance sheet

6. Students will understand what is considered cash and the techniques to control cash.

- Identify items considered cash.
- Indicate how cash and related items are reported and the required disclosures.
- Explain the nature of internal control and identify various internal control procedures.

7. Students will understand the accounting issues related to recognition and valuation of accounts receivable and notes receivable:

- Apply the revenue recognition principle, define receivables and identify the different types of receivables

- Explain the valuation of receivables and uncollectibility using direct write-off and the allowance methods
- Account for interest and non-interest bearing notes receivable
- Explain how receivables are reported and required disclosures

8. Students will gain an understanding of the costs to be included in inventory and the flow assumption used in accounting for inventories:

- Identify major classifications of inventory
- Distinguish between perpetual and periodic inventory systems
- Identify the effects of inventory errors on financial statements
- Identify the items that should be included as inventory cost
- Cost ending inventory using specific identification (SIM), FIFO, LIFO, and Weighted-Average methods
- Cost ending inventory using dollar-value LIFO method
- Identify the advantages and disadvantages of FIFO and LIFO

9. Students will apply the lower of cost or market rule in inventory valuation and cost ending inventory using the gross profit and retail methods:

- Explain and apply the lower of cost or market
- Apply relative sales value (lump sum purchase) method to value inventories
- Explain accounting issues relating to purchase commitments
- Cost ending inventory by gross profit method
- Cost ending inventory by retail profit method
- Explain how inventory is reported and the required disclosures

module CB1: accounting

10. Students will account for the acquisition and disposal of property, plant and equipment.

- Describe the major characteristics of property, plant and equipment
- Identify the costs included in the initial valuation of land, buildings and equipment
- Classify the cost related to property, plant and equipment as either capital expenditures or revenue expenditures
- Account for the capitalization of interest during construction or acquisition of property, plant and equipment
- Understand the accounting issues related to acquiring and valuing plant assets (cash discounts, deferred payment contracts, lump-sum purchases, issuance of stock)
- Explain how property, plant and equipment is reported and the required disclosures

11. Students will understand and apply the various depreciation methods for property, plant and equipment and accounting procedures for depletion of natural resources:

- Explain the concept of depreciation
- Identify the factors needed to measure depreciation
- Determine depreciation expense using the straight-line, units-of-output, and declining balance methods
- Explain accounting issues related to asset impairment
- Explain accounting procedures for depletion of natural resources



12. Students will gain an understanding of Partnerships:

- Describe the nature of the Partnership form of organisation and contrast it with the Sole Proprietorship form of business organisation
- Explain accounting issues related to Partnerships

13. Students will understand and prepare the Stock holder's Equity and related information

- Identify the features and advantages of a corporate entity
- Identify major classifications of equity capital
- Explain how Capital, dividends and other related matters are reported and required disclosures
- Prepare and interpret the stockholders' equity section of a corporate balance sheet
- Explain and apply the rules for reporting the correction of fundamental errors, discontinued operations, extraordinary items and changes in accounting policies
- Define and compute Earnings Per Share of common stock
- Explain and compute book value per share

module CB1: accounting

6. SYLLABUS

The following topics will be covered in this module:

1. Introduction
2. Definition of accounting.
3. Users of accounting information
4. Financial vs Managerial accounting
5. Limitations of accounting information
6. Accounting principles and concepts
7. Assets, Liabilities, Revenue, Expenses, Capital
8. Owner's Equity – Transactions which impact on owner's equity
9. The accounting equation – Impact of various transactions on the Accounting Equation.
10. Processing Accounting Information
11. Preparation of Financial Statements
12. Closing-Off Accounts and Accounting for Merchandise Business
13. Internal Controls and Cash Management
14. Accounting for Receivables and Payables
15. Accounting For Inventory
16. Property Plant and Equipment and Natural
17. Resources
18. Partnerships
19. Corporations

7. SUGGESTED TEXT AND READING

Textbook - Introduction to Financial Accounting – Second Edition by Raghunandan, William, Bowrin and Raggay

Reading – Professional Accounting Journals of the ACCA, CMA CIMA and CGA

module CB2: banking law

1. INTRODUCTION

This module considers the legal and regulatory framework that underlies the provision of financial services in this jurisdiction. It is intended to give candidates a thorough understanding of the legal principles, which govern the banker/customer relationship. The module also explores the various instruments used in financial transactions.

2. MODULE DESCRIPTION

This module is designed to analyse legal issues that arise out of banking activities. It begins with the application of basic contract, tort and agency principles to the banking context. It then considers the general regulatory framework applicable to the banking environment, encompassing both the Common Law and general and bank-specific legislation, dealing with such diverse issues as the prudential supervision of banks, the protection of consumers in their dealings with banks, the operation of bank payment systems and the prevention of money-laundering and the financing of other unlawful activities.

The module then turns to the relationship between banks and customers, including the legal nature of the relationship and the rights and obligations of the parties, bank documentation and methods of payment and monetary instruments.

Finally, the module will examine issues of bank security documentation including an overview of the nature, purpose and classification of security. A detailed analysis is done on various classes of securities including mortgages, debentures, stocks and shares, insurance policies, guarantees and how the banks may acquire rights over the assets of the Borrower for repayment.

3. MODULE OBJECTIVE

The primary objective of this module is to enable students to obtain a thorough understanding of the core principles of banking law and therefore, identify and understand legal issues arising in banking. A further objective is to develop students' analytical skills by identifying and resolving legal issues relating to the

regulation of banks and the relationship between banks and customers.

4. MODULE EVALUATION & EXAMINATION FORMAT

The paper will contain eight (8) questions, of which five (5) must be answered in three (3) hours. The paper is divided into two (2) parts. Section A consists of three (3) questions of which two (2) should be attempted. Section B consists of five (5) questions, of which candidates must attempt three (3). The maximum marks which may be awarded to an answer is twenty (20).

5. LEARNING OUTCOMES

It is expected that on the completion of the module of study, candidates should be able to:

1. Demonstrate a clear understanding of the legal principles governing the provision of financial services and the legal framework in which banks in Trinidad and Tobago operate
2. Explain and discuss the nature of the bank/ customer relationship, including the rights and duties of the parties
3. Demonstrate an understanding of the legal issues affecting different types of customers, including issues such as opening accounts, mandates, agency and incapacity
4. Explain and discuss the legal rules and duties relating to paper and electronic payment systems, including the rights of collecting and paying banks, forgery and the clearing system
5. Discuss various types of security accepted by banks and demonstrate an understanding of the legal implications of different types of security in respect of Individuals and/or companies including undue influence
6. Demonstrate an appreciation of the responsibilities of banks in the Anti-Money Laundering and Counter Terrorist Financing effort
7. Make sound business decisions based on knowledge and understanding of the legal principles
8. Apply case law where relevant

module CB2: banking law

6. SYLLABUS

1. THE LEGAL ENVIRONMENT

A. The Law of Contract

- Offer and acceptance
- Consideration
- Capacity
- Contract terms - express and implied
- Remedies

B. The Law of Tort

- Defamation
- Negligence

C. The Law of Agency

D. Regulatory framework

- Common Law and Equity
- Legislation (Negotiable Instruments (Dishonoured Cheques) Act, Proceeds of Crime Act, Electronic Transfer of Funds Crime Act, Financial Institutions Act etc.)
- Case Law and Precedent - the Court System
- Extra legal Sources, codes of conduct, ombudsman scheme

2. THE BANKER/CUSTOMER RELATIONSHIP

A. The Banker's Duty of Care (banker's references and investment advice)

B. The Banker's Duty of Confidentiality and exceptions

C. The Banker's Rights - appropriation, combination, set-off and banker's lien

D. The Customer's duties to the Bank

E. The special legal considerations, which apply to certain types of customers:

2 E. cont'd

- Individuals
- Minors
- Joint account holders
- Executors and Trustees
- Partnerships
- Sole traders
- Companies
- Agents (Powers of Attorney)

F. Mandates for opening and operation of accounts

- Special mandates - agents, attorneys, sole traders, executors, trustees, partners, directors of companies
- Termination of mandates - death and mental incompetence
- Garnishee Orders

G. Unauthorized payments

- Payment contrary to the mandate
- Payment against a forged or unauthorized signature
- Money paid by mistake

3. MONETARY INSTRUMENTS AND PAYMENT SYSTEMS

A. Cheques

- Definition
- Problem cases - fictitious payee, issued to "cash", no payee, post-dated cheques
- Crossings - general and special, the effect of crossings
- Dishonoured cheques

B. Promissory Notes

C. Electronic Funds Transfer and its legal implications

module CB2: banking law

4. MONEY LAUNDERING

A. The Proceeds of Crime Act, 2000

- Definition of Money Laundering
- Suspicious Activity Reporting
- Tipping - off

B. The Banker's Responsibilities

- Identification - Know your Customer
- Record-keeping procedures
- Internal Reporting Procedures
- Staff training

5. SECURITY

A. Overview - nature, purpose and classification of security

B. Real Property - legal estates and legal interests in land

- Conveyancing and Law of Property Ordinance (Old Law)
- Real Property Ordinance (New Law)
- Leasehold interest

C. Mortgages

- Legal and equitable mortgages
- Demand mortgages
- Fixed term mortgages
- Up-stamping of mortgages
- Undue Influence (husband and wife, independent legal advice)

D. Insurance Policies

- The essence of life insurance contracts
- Equitable and legal assignments of life policies
- Procedures for execution and perfection of equitable and legal assignments

E. Stocks and Shares

- Shares in public companies vs shares in private companies (Centralised Securities Depository)
- Method of taking security
- Valuation of stocks and shares for security purposes

F. Debentures

- Definition
- Types of security created
- "All monies" vs "fixed sum"
- Fixed and floating charges
- Realisation of Debenture
- Rights, duties and liabilities of a Receiver

G. Guarantees

- Essential nature of a guarantee
- Legal considerations - joint and several liability, variation, release, undue influence
- Procedures of execution and perfection of a guarantee

7. RECOMMENDED READING:

Modern Banking Law, Ellinger, Lomnka & Hooley (Oxford University Press)

Law relating to Financial Services (FW Publishing)

Dictionary of International Banking & Finance Terms, John Red (FW Publishing)

module CB3: introduction to lending and international business

1. INTRODUCTION

Lending is one of the core functions of a commercial bank. It is the practice of making loans and other credit facilities available to customers of a financial institution. Customers may be individuals, commercial entities, non-profit organizations or Government institutions.

International trade involves the movement of goods and services across borders. This module seeks to explore the issues faced by the international financial manager in doing business overseas.

2. MODULE DESCRIPTION

This is an introduction to the concepts, theory and practice of lending. Emphasis is placed on understanding the criteria for making different types of loans and how the principles of lending are applied. It is the study of the techniques for making loans that have the best probability of being repaid in accordance with agreed terms thereby reducing the incidence of losses for the lending institution. Tools include the popular mnemonic, CAMPARI, as well as the 5 Cs of lending by which lenders have operated in the practice of granting credit.

Focus will also be placed on trade settlement, trade financing and foreign exchange issues with emphasis on the risks associated with doing business overseas and the tools available to minimize those risks.

3. MODULE OBJECTIVE

The two objectives of this module are:

1. To provide students with a working knowledge of the practice of lending. It provides the criteria and principles used in making a safe and sound lending decision, so that the likelihood of the credit facility being repaid in accordance with arrangements is maximised and the incidence of losses to the lending institution minimized.
2. To enable students to understand clearly the basics of the business of banking as it relates to international trade.

4. MODULE EVALUATION & EXAMINATION FORMAT

The Paper is divided into two parts:

Section 'A' consists of seven (7) questions of which three must be answered. All questions carry 20 marks.

Section 'B' consists of twenty (20) compulsory multiple choice questions, one (1) mark each and three (3) other questions of which one must be answered for 20 marks.

5. LEARNING OUTCOMES

The student will have an understanding of :

1. The Canons of Lending and the principles of sound lending practice
2. The considerations in granting of consumer loans and/or lines of credit for the purchase of consumer durables or coverage of personal expenses
3. Property financing, which would include, land acquisition, construction financing and mortgage lending
4. Considerations in lending to small and medium-size businesses
5. The elements of financial statement analysis and the understanding of the concepts of liquidity, solvency, profitability and debt servicing capacity
6. The risk-return relationship in the pricing of credit facilities
7. The types of security taken by lending institutions and the principles of assessment and valuation of the various forms of security
8. The requirements for effective supervision of a credit portfolio and the identification of early warning signals
9. How to apply and advise on the various methods of trade settlement and their benefits

module CB3: introduction to lending and international business

5. LEARNING OUTCOMES cont'd

10. The various methods of financing international trade
11. The various risks involved in international trade and how to apply the different risk management approaches
12. The nature of foreign exchange markets and management of foreign exchange risks in trade finance
13. The role played by Euromarkets and Export Credit Agencies

6. SYLLABUS

1. THE CANONS OF LENDING -
The issues of Character, Ability, Margin, Purpose, Amount, Re-payment and Insurance
2. RETAIL AND COMMERCIAL CREDIT PRODUCTS -
The types of products, when they are used, and the borrowing and documentation criteria
3. FINANCIAL STATEMENT ANALYSIS -
Analysis of Balance Sheets, Income Statements, Statements of Sources and Uses of Funds, and Projected Income and Cash Flow Statements
4. DEBT SERVICING ANALYSIS -
The sources of repayment and the analysis of repayment capacity
5. SECURITY -
The types of collateral security and methods of valuation for collateral security purposes
6. EARLY WARNING SIGNALS -
The requirements in monitoring credit accounts and the identification of early signs of delinquency
7. METHODS OF PAYMENTS -
Advance payment, open account, documentary collections, letters of credits, counter-trade etc. merits, demerits and the risks associated
7. METHODS OF PAYMENTS -cont'd
with each method. Payment terms and documentation.
Nostro and Vostro accounts- mail and telegraphic transfers
8. COLLECTIONS -
Clean and Documentary collections- mechanics, benefits and risks, sight/usance, documentation, parties involved and responsibilities. International Chamber of Commerce (ICC) Publication: Uniform Rules for Collections (URC 522).
9. DOCUMENTARY CREDITS (Import and Export Letters of Credit) -
Basic operations, benefits and risk appreciation. Revocable and irrevocable, unconfirmed and confirmed credits. Sight, term and negotiation. Parties involved in letters of credit and responsibilities/obligation of each. Types letters of credit (L/Cs)- transferable, back to back, red clause and deferred payment L/Cs. Documentation (Bill of exchange, bill of lading, commercial invoice, certificate of origin etc) and basic understanding of the provisions of CC publication-Uniform Customs and Practice for Documentary Credits No.500.
10. INCOTERMS -
Purpose and Scope of Incoterms; meaning and obligation of the parties under EXW, FAS, CFR, CIF, FCA and FOB.
11. METHODS OF FINANCING INTERNATIONAL TRADE
Accounts receivable financing, factoring, discounting Banker's acceptances under export L/Cs, forfaiting and countertrade. Basic operation and comparison of methods. Pre- and Post export financing, Supplier and Buyer credits. Trade lines and LIBOR based financing

module CB3: introduction to lending and international business

6. SYLLABUS cont'd

12. BONDS, GUARANTEES AND STANDBY LETTERS OF CREDIT
Use of bonds, guarantees and standby letters of credit. Bid, performance, advance payment, warranty and retention bonds. Legal jurisdiction and expiry issues
13. EXCHANGE RATE SYSTEMS AND FOREIGN EXCHANGE MARKETS
Types of exchange rate systems. Rates of exchange and how they are determined. Direct and indirect quotes. Cross rates, spot rates and forward rates. Calculation of forward rates and factors that determine them. Foreign exchange risk- Transaction, Translation and economic risk
14. RISK AND RISK MINIMISATION IN INTERNATIONAL TRADE
Risk affecting importers/exporters and ways of eliminating or minimizing same; leading, lagging, hedging - forward contracts, currency options, money market hedge; Factoring and forfaiting in redirecting risk
15. EUROMARKET/EUROCURRENCY MARKETS
Their role in international finance and trade

16. BARRIERS TO AND PROMOTION OF INTERNATIONAL TRADE -
Tariff and Non-tariff barriers; subsidies, foreign trade zones and export financing programs- Role of Export Credit Agencies- export credit insurance and guarantees; Countervailing and Antidumping.

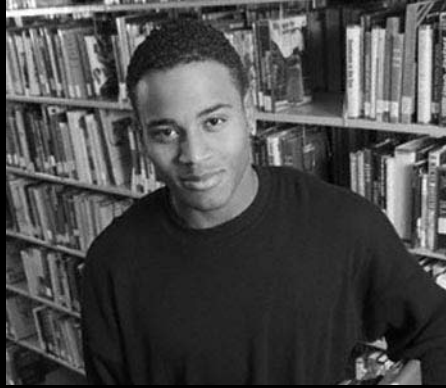
7. SUGGESTED READINGS AND TEXTS

- Bankers' Lending Techniques by C. N. Rouse
- Applied Lending Techniques by C. N. Rouse
- Interpretation of Balance Sheets by H.H. Hutchinson and L.S. Dyer

The above texts are all publications of the Chartered Institute of Bankers, U.K.

- White, A Simple Guide to Trade Finance, Chartered Institute of Banking
- International Chamber of Commerce (ICC) Publication: Uniform Rules for Collections No. 522
- ICC Publication: Uniform Customs and Practice for documentary credits No. 500
- Palmer, Howard, International Trade and Pre-export finance, Euromoney Books
- Griffin, R W and Pustay, M W, International Business: A Managerial Perspective, Addison-Wesley
- Madura, Jeff, International Financial Management, South Western College Publishing
- International Trade Finance Services: Documentary Letters of Credit- A practical Guide - Published by Scotiabank





DIPLOMA LEVEL

the diploma level...



This is the final level of the Diploma in Banking Programme. It provides students with advanced knowledge of the Banking Industry and Banking Practice. It consists of seven compulsory modules and one optional module.

- Financial Analysis
- Monetary & Financial Systems
- Principles of Management
- **Banking Practice- Operations OR**
- **Banking Practice- Lending OR**
- **Finance of International Trade**
- Human Resource Management
- Marketing Management
- Financial Management
- Information Technology

Who is it for?

- Persons wanting to progress towards completion of a UWI Degree
- Supervisors, team leaders and aspiring managers

Benefits to you

- Obtain a U.W.I. Degree without A 'Levels
- Obtain an industry recognised qualification
- Improve your understanding and knowledge of the Banking and Finance industry.
- Advance your technical knowledge of Banking.
- Improve your customers' service experience and gain a competitive edge.
- Improve your opportunities for promotion and career advancement

How and where to study

There are currently two methods of study available to students, self-study or tuition based learning. Both methods are designed to enable students to fit their studies around work and other commitments. It is important to take time to consider which mode of study is better suited to your learning capabilities, the timeframes you are working with and your lifestyle.

the diploma level...

Entry Criteria

- Students must complete the introductory Certificate Level
- Students' membership subscription must be up-to-date

Examination Entry

In order to sit the Institute's examinations in the specific subjects, eligible candidates must complete the required examination registration form and submit it to the Institute, before the deadline date, with the appropriate fee.

Deadline Dates

The deadline dates are normally at end of February for the May sitting and Mid-September for the November sitting. Students are advised of the exact dates via the Programme brochure, Newsletter and Website, late entries will not be accepted. This information can also be obtained from the Institute. Examination fees are non-refundable and will not be applied to a later examination if the candidate does not sit as originally planned. An exception to this regulation can only be made in circumstances of serious illness or extenuating circumstances and at the sole discretion of the Institute. Such requests must be supported by evidence and validated by the Institute. In this case, a deferral fee is payable to sit a subsequent examination.

How will I be assessed?

All subjects are assessed via an examination. Examinations are usually held in the middle May and November. Provided that there are no irregularities, results will normally be sent to candidates by mid-August for the May exam and the end of January for the November exam.



module ASA1: - financial analysis

1. INTRODUCTION

In any organisation, resources are limited while the demand for resources is potentially unlimited. Management, therefore, needs to make decisions that enable their organisations to acquire, allocate and utilise these scarce resources in a manner that best facilitates the realisation of organisational objectives. To make prudent and effective decisions, managers need high quality (relevant, reliable, understandable and accurate) economic and financial information. The purpose of Management Accounting is to furnish managers and other internal users with this information to assist them in their resource acquisition, allocation and usage decisions. Management Accounting applies to all types of businesses - service, merchandising and manufacturing. It also applies to all forms of organisations - proprietorships, partnerships, corporations, credit unions, and government units. Management Accounting is applicable to both commercial and not-for-profit organisations.

2. MODULE DESCRIPTION

This module provides an introduction to the fundamental themes, principles, concepts and techniques used by managers to promote organisational effectiveness and efficiency. Students are exposed to the nature and operation of a variety of cost accumulation systems and techniques used by managers for planning, controlling, decision-making and performance evaluation.

3. MODULE OBJECTIVE

The objective of this module is to provide students with the competence needed to prepare, understand and use management accounting information in the execution of the basic management functions: planning, controlling, decision-making and performance evaluation. It also provides students with an appreciation of the strengths and limitations of Management Accounting principles, concepts and techniques. This appreciation will enable them to determine the circumstances under which these principles, concepts and techniques are most appropriate.

4. MODULE EVALUATION & EXAMINATION FORMAT

Student understanding of this module will be evaluated using one comprehensive examination. The examination will be structured as follows:

Section A - 20 compulsory multiple choice questions worth 40% of the total examination marks.

Section B - 5 problems, each worth 20 marks, three of which must be answered. This section is worth 60% of the examination mark.

module ASA1: - financial analysis

5. LEARNING OUTCOMES

It is expected that on completion of this module of study, students will:

1. Have an understanding of the:

- Importance of ethics in business and society
- Nature, uses and features of various cost accumulation systems
- Major management accounting techniques used for planning, controlling, decision-making and performance evaluation - Budgeting; Cost-Volume-Profit analysis; Variance analysis, interpretation and investigation; Responsibility Accounting; Financial Statements analysis; Incremental analysis and Contribution reporting

2. Be able to:

- Compare and contrast financial and management accounting;
- Explain the various techniques employed by organisations to accumulate cost for planning, controlling, decision-making and performance evaluation purposes;
- Determine which of the various management accounting principles, concepts and techniques are appropriate to particular management purposes;
- Apply the various management accounting techniques in planning activities, controlling operations and making decisions in organisational settings.

6. SYLLABUS

1. Management Accounting Fundamentals

Introduction to Management Accounting -

- Nature of management accounting, themes in management accounting, Role of the management accountant in the organisation. Major purposes of management accounting systems, Nature and importance of professional ethics
- Introduction to Cost Terms, Purposes and Analysis - Different costs for different purposes, Cost classification by behavior, Cost classification by traceability to cost object, Cost Classification by function, Cost classification by timing of related benefits, Financial statements of a manufacturing organisation, Cost analysis
- Cost-Volume-Profit Analysis - Cost and revenue drivers, The Break-even point, CVP assumptions, Cost planning and CVP analysis, Profit Volume Chart, Effects of Taxes on CVP analysis, Effects of sales mix on CVP analysis, Uncertainty and sensitivity analysis

2. Costing Systems in Service and Manufacturing Organisations

- Job Order and Batch Costing Systems - Nature of job costing systems, Tracing direct costs to jobs, Allocating indirect costs to jobs, Effects of over- and under-applied overheads
- Process Costing Systems - Nature of process costing, How process costing differs from job costing, Measuring production volume, Factors affecting equivalent units of production. Allocating indirect costs to jobs, Effects of over- and under-applied overheads
- Activity-Based Costing Systems - Nature of activity-based costing, The problem of averaging, Value adding versus non-value adding activities, The ABC cost hierarchy, Problems and benefits of ABC

module ASA1: - financial analysis

6. SYLLABUS cont'd

3. Management Information for Planning, Control and Performance Evaluation Purposes

- Budgeting and Responsibility Accounting - Nature of budgets, Types of budgets, Benefits and challenges of budgeting, Budget construction, Comprehensive budgeting, Responsibility accounting, Responsibility and controllability, Behavioral aspects of budgeting
- Performance Evaluation via Flexible Budgets and Standard Costs - Static budgets versus flexible budgets, Standard costs, Flexible budgets with standard costs, Performance gaps and variance analysis, Variance interpretation and investigation

4. Cost Information for Decision Making and Control Purposes

- Short-run Decision Making and Contribution Reporting - Relevance, cost and decisions processes, General approach to decision making including qualitative factors, Make or buy decisions (outsourcing), Special order pricing. Decisions involving capacity constraints, Addition and deletion of product or department
- Income Effects of Alternative Inventory Costing Methods - Nature of variable costing, Nature of absorption costing, Treatment of fixed manufacturing overhead cost, Break-even point under variable and absorption costing systems, Performance measures and absorption costing, Effects on the financial statements
- Analysis of Financial Statements - Components of the annual report - General approach to financial statements analysis, Purpose determines process, Horizontal analysis, Vertical Analysis, Ratio analysis, Precautions in financial statements analysis

7. SUGGESTED TEXTS AND READINGS

- Jerry J. Weygandt, Donald E. Kieso and Paul D. Kimmel, *Managerial Accounting: Tools for business Decision Making*; John Wiley & Sons
- Charles T. Horngren, *Introduction to Management Accounting*; Prentice Hall
- Charles T. Horngren, Srikant M. Datar and George Foster, *Cost Accounting: A managerial emphasis*; Prentice Hall
- AT Foulks Lynch, *ACCA Paper 8 Examination Text*
- *Management Accounting Magazines* of professional accountancy bodies such as CIMA, CMA, CGA



module ASA2: - monetary and financial systems

1. INTRODUCTION

This module examines the basic workings of the financial system and monetary policy. There is an emphasis on understanding the issues relating to interest rates, the tools of monetary policy and the role of the Central Bank. Balance-of-Payments and exchange rate issues are also discussed. Emphasis is placed on Trinidad and Tobago and Caribbean monetary policy and issues

2. MODULE DESCRIPTION

The emphasis of the module is on banking. It mixes monetary theory with banking and other macroeconomic policy issues in the monetary sector. It covers monetary policy, financial institutions, exchange rate policy and Balance of Payments. It also specifically draws reference to Trinidad and Tobago and Caribbean monetary issues.

3. MODULE OBJECTIVE

The primary objective of the module is to enable candidates to acquire and demonstrate a good understanding of monetary theory and practice. This knowledge should enable them to better understand and apply it to Trinidad and Tobago and Caribbean monetary issues, as well as, the global and regional financial institutions and practices.

4. MODULE EVALUATION & EXAMINATION FORMAT

The exam consists of seven questions of which five must be answered, each carrying twenty (20) points. Four of the questions are essay type and one requires short answers about monetary issues and institutions.



5. LEARNING OUTCOMES

It is expected that upon completion of this module, students will be able to:

1. Clearly understand the role and function of the financial system
2. Appreciate the meaning and functions of money, and the evolution of the current system of payments
3. Analyse the behavior and term structure of interest rates, multiple deposit creation and the money supply process
4. Understand the basic tools of monetary policy and the role and function of the Central Bank
5. Place the Trinidad and Tobago experience in the broader context of the Caribbean and international financial system, with respect to: financial markets and balance of payments and exchange rate arrangements
6. Have an understanding of Caribbean monetary institutions, issues and problems

module ASA2: - monetary and financial systems

6. SYLLABUS

1. Overview of the Financial System (Mishkin, Chapter 2)

- Function of financial markets, the structure of financial markets, and instruments of financial markets including: the basic definitions of; stocks, bonds, banker's acceptances, repurchase agreements, etc.

2. What is Money? (Mishkin, Chapter 3)

- Meaning of money, functions of money, modern types of money, and the evolution of the payments system

3. Understanding Interest Rates (Mishkin, Chapter 4)

- Measuring interest rates, the distinction between interest rates and returns and the distinction between Real and Nominal Interest rates

4. The Behaviour of Interest Rates (Mishkin, Chapter 5)

- Determinants of Asset Demand, Loanable Funds and Liquidity Preference Frameworks and changes in equilibrium interest rates

5. Risk and the Term Structure of Interest Rates (Mishkin, Chapter 6)

- Risk structure of interest rates, the term structure of interest rates, and yield curves

6. An Economic Analysis of Financial Structure (Mishkin, Chapters, 8,9 & 10)

- Basic Puzzles about financial systems around the world, transactions cost moral hazard, asymmetric information and the Lemons problem

7. Structure and Role of Central Banks (Mishkin, Chapter 14)

- How the Central Bank works, the role of the Federal Reserve (FED) in the United States and other international central banks and central bank independence

8. Deposit Creation, the Money Supply and Monetary Policy (Mishkin, Ch. 15)

- The money creation and money supply processes, tools and instruments of monetary policy and the effectiveness of monetary policy under different arrangements

The Foreign Exchange Market (Mishkin, Chapter 7)

- The significance of the foreign exchange market, the law of one price, purchasing power parity and the interest parity condition

The International Financial System (Mishkin, Chapters 19 & 20)

- Intervention in the Foreign exchange market, the balance-of-payments, evolution of the financial system, the Euro's challenge to the US dollar, the role of the IMF, and potential financial crises

7. SUGGESTED TEXTS AND READINGS

Recommended Text

- Mishkin, Frederic (2003) *The Economics of Money, Banking, and Financial Markets*, Sixth Edition (or Seventh), New York: Addison-Wesley Publishers.

Other Readings

- Poole, Charles and Stamos, Steve (1987) *The ABCs of International Finance*, Massachusetts: D.C. Heath and Company
- Central Bank of Trinidad and Tobago Monetary Policy Report (various issues)
- Caribbean Development Bank, Annual Reports
Eastern Caribbean Central Bank, Annual Reports and Statistical Digests

module ASA3: - principles of management

1. INTRODUCTION

Management can be described briefly as the planning, organising, leading and controlling of the activities of persons, towards the effective and economical accomplishment of a given common task. Effective management within organisations, which are themselves changing, is one of the major challenges facing banking and financial services professionals today.

2. MODULE DESCRIPTION

This module is designed to prepare students for the future of management by introducing them to traditional and contemporary management thinking and practice and exploring what the future holds for management locally, regionally and internationally.

3. MODULE OBJECTIVE

The purpose of this module is to give the student a broad, integrative introduction to the theories, research and practice of management.

4. MODULE EVALUATION & EXAMINATION FORMAT

The paper is divided into two parts. Section A consists of 40 multiple choice questions. This section is compulsory and will contain questions from each area of the module. The section will be worth 40% of the marks available in the examination.

Section B consists of five 20 mark questions, three of which must be answered.

The exam time is three (3) hours.



5. LEARNING OUTCOMES

On completion of this module, students should be able to:

1. Identify the global factors affecting contemporary management and business thinking and practice
2. Define and describe traditional and contemporary management theories, principles and concepts
3. Explain in detail the management functions of planning, organising, leading and controlling and describe how these functions are changing for the future
4. Discuss contemporary management issues like knowledge management, international management, management, ethics, social responsibility and change management

module ASA3: - principles of management

6. SYLLABUS

1. Introduction to Management

- Environmental forces reshaping business & Management Competitive forces, Technological forces, Socio-cultural forces
- Management Roles, Management Skills, Levels of Management
- Theories of management, Classical, Behavioral, Quantitative, Systems, Contingency & Quality theories

2. Function of Management - Planning

- Organisational strategy
- Strategic Management & Planning
- Managerial decision making models
- Individual and Group decision making

3. Function of Management - Organising

- Organisational structures
- Organisational design; key contingencies influencing design
- Organisational Culture Manifestations of culture, creation of culture
- Change Management. Managing change in theory and practice

4. Function of Management - Leading

- Leadership - Leadership Skills and Styles, Sources of power, Theoretical models
- Motivation - Content & Process theories, Reinforcement Theory Managing for motivation
- Communication - The communication process. Barriers to effective communication
- Team Management
- Human Resource Management - overview of HRM

5. Function of Management - Controlling

- Elements of managerial controls
- Financial and other controls

5. Function of Management - Controlling cont'd

- Characteristics of effective controls
- Operations & service management
- Controls for quality and productivity

6. Special Management Concerns

- Information Management Systems
- Ethics & Social Responsibility
- International Management - Managing outside of home country
- TQM, Current philosophies and approaches to TQM

SUGGESTED TEXTS AND READINGS

Recommended Text

- Management: Meeting and Exceeding Customer Expectations. Plunkette, WR & Attner R. F.
- Management in the Financial Services Industry - Liz Croft/Ann Norton /Ian white (CIB)

Other Readings

Recent issues of the following Journals:

- Harvard Business Review
- Management Review

module ASB1: - banking practice (operations) optional

1. INTRODUCTION

Banking Practice underscores the core subjects of Banking Law and Principles of Management. It focuses on two distinct areas - **Banking Operations**, i.e. account relationship management, financial services, together with its legal and regulatory implications and **Marketing**, as an attitude to business, its integral relationship with planning and strategy and its application to marketing of financial services. This is the foundation for careers in the Financial Services Sector, from Supervisory to the Middle/Upper Management levels.

2. MODULE DESCRIPTION

Banking Operations covers the contractual obligations of the banker/customer relationship, the various types of account holders, banking transactions, with special emphasis on payment and collection of cheques, electronic banking and the impact of regulation on the activities of a financial institution.

The Marketing aspect explains the philosophy and role of marketing in Banking, the main purpose of market research, understanding consumer behavior and buying decisions, the marketing mix, its use as a management tool and the process of selling financial services.

3. MODULE OBJECTIVE

To provide an understanding of the rules, which influence banking practice/operations, the basic steps required for managing this process and the regulations that control banks. Marketing provides a fundamental understanding of the Marketing concept, its application at various levels of the organisation, and the foundation for bankers to attract, expand, retain and cost manage its client base.

4. MODULE EVALUATION & EXAMINATION FORMAT

Questions are geared to cover most areas of the syllabus, with topics that are core to general banking practice and marketing practice, appearing in different structures. Marketing questions may require examples from the candidate's organisation.

Generally, in any given sitting, the Banking Operations section will contain a question covering an issue that arose in the ordinary module of banking.

Candidates will be required to answer 5 questions, from a total of 7, in the following scheme:

- Section A - A choice of 2 out of 4 questions, with question one identified as the compulsory question, accounting for 28% of the marks and question 2 two, 18% of the marks
- Section B - A choice of 2 out of 3 questions, accounting for 36% of the marks
- Section A or B - 1 question accounting for 18% of the marks.



module ASB1: - banking practice (operations) optional

5. LEARNING OUTCOMES

On completion of the module of study, students should be able to:

1. Banking Operations

- Explain the definition and the contractual obligations of the bank/customer relationship
- Identify the types of Account holders and the situations which determine these relationships
- Explain the Banking Code of Conduct, viz. Confidentiality, Status Opinions
- Cheques: payment, collection and dishonour, rights and duties of drawer and drawee, statutory protection.
- Other bank services: Standing Orders, safe custody
- Electronic banking services
- Right of Set off , garnishee orders and injunctions
- Financial Institution Regulations; Office of the Ombudsman.

2. Marketing

- Understanding Marketing, its management, the main role of research, the various types of research and research models.
- Consumer behavior, the marketing mix - services, prices, promotion and distribution, Product life cycle
- Selling of Financial Services - personal selling, small and medium sized business customers, corporate customers

6. SYLLABUS

BANKING OPERATIONS

1. Banker/Customer Relationship:

- Definition of a customer and the rights and duties of each of the Bank and the Customer
- Status Opinions, Confidentiality/Secrecy
- Special relationships arising out of mandates and Powers of Attorneys
- Safe keeping

2. Types of Account Holders

- Requirements for opening different types of accounts – single, joint, minor, company
- Right and duties for Power of Attorney accounts,
- Deceased customers' accounts, joint accounts

3. Banking Transactions

- Bill Of Exchange Act 1882
- Payment and collection of cheques; appropriate notes in case of dishonour
- Rights and duties of drawer and drawee
- Fraud and forgery - Principle of Estoppel
- Standing Orders
- Credit Cards
- Cash Management Systems
- Internet Banking
- Call Centre transactions

4. Determination of the banker/customer relationship

- Death, mental disorder or bankruptcy of a customer
- Garnishee Order
- Mareva Injunction
- Right of set off

module ASB1: - banking practice (operations) optional

6. SYLLABUS cont'd

MARKETING

5. Understanding Marketing

- Concept and Philosophy
- The importance of profit
- Comparing different markets, styles, services and products
- The main role of market research, types of research, models, sampling
- Customer care, socio-economic groupings, segmenting markets
- The marketing mix - services versus products, service life cycle, research and development, new service, strategies
- The marketing mix- price and promotion, price elasticity of demand, reactions to changes, reasons for changes
- The marketing mix - Promotion, publicity, sponsorship, PR, budgets
- The Marketing mix- Branch Promotions, displays, telephone selling, setting sales targets, sales campaigns
- The marketing mix - distribution, strategies, principles, issues affecting distribution, impact of technology

6. Management of Marketing

- Organising the Planning process
- Situation analysis, objectives, strategies and tactics
- The branch marketing plan - logic, structure, content
- The market environment- competition

7. Selling Financial Services

- The personal market, individuals throughout the life cycle, lending services, Trust services
- Segmenting the market for small and medium sized business customers, professionals and other customers
- Corporate customer services

7. SUGGESTED TEXTS AND READINGS

Recommended Text - Banking

- Branch Banking Law and Practice - Third Edition - P.Gerrard (BSc,PhD,FCIB) and E.P.Doyle (FCIB,MBIM,DiplInv)

Other selected texts

- Law Relating to Banking Services - Second Edition - Paul Raby - Pitman Publishing
- Customer Services - Marketing and the Competitive Environment - The Chartered Institute of Banking

Recommended Text - Marketing

- Managing Financial Services Marketing - John Marsh - Pitman Publishing

Other selected texts

- Customer Services - Marketing and the Competitive Environment - The Chartered Institute of Banking
- Marketing For Bankers - Mary Ann Pezzullo - Fourth Edition - American bankers Association.

module ASB2: - banking practice (lending) optional

1. INTRODUCTION

Lending is a key area of banking practice, which requires the assessment of many associated risks. Unless these risks can be mitigated by type of the facilities granted, covenants or security conditions, the lending cannot be considered a good one even at the highest possible rates of interest. A bank has to exercise prudence in its lending practice through its Lending Policy supported by well documented systems and procedures. Careers in the lending discipline are extensive and include positions in the consumer lending, commercial and corporate lending, mortgage lending, merchant banking and credit risk management.

2. MODULE DESCRIPTION

The emphasis of this module is on the acquisition of the tools necessary to analyze the risks associated with both retail and commercial lending requests. The credit assessment process can be grouped into two distinct areas namely, the financial analysis and non-financial analysis. Financial analysis will include ratio analysis of financial statements and the evaluation of cash flows, while non-financial analysis deals with environmental variables, industry characteristics, business overview and SWOT analysis. The evaluation of security requirements to mitigate the possibility of non-payment as a secondary source of repayment is also covered. The consideration of all these elements are essential to appraising any request for financing and will assist in the decision making process. Finally the importance of identifying early warning signals, monitoring and control procedures in lending and the recovery of non-performing debts are covered.

3. MODULE OBJECTIVE

The primary objective of this module is to enable candidates to demonstrate and apply their understanding of the principles of good lending, credit control, recovery and the general principles of security, when assessing the borrowing of business customers.

4. MODULE EVALUATION & EXAMINATION FORMAT

The candidates understanding of this module will be measured via one examination. The examination is divided into two parts.

- Section A - Six questions of which four must be answered; comprising 80% of the marks.
- Section B - One compulsory case study; accounting for 20% of the marks.

5. LEARNING OUTCOMES

Upon completion of this module, students should be able to:

1. Understand and apply the Canons of Good Lending and identify the various lending services available to meet borrowers' requirements.
2. Examine the issues involved in the lending to different categories of borrowers and assess the associated risks.
3. Interpret balance sheet, profit and loss and cash flow statements of the business through the analysis of ratios to determine its financial health ability to service lending proposals.
4. Analyze cash flow projections to assess the working capital requirements of a business.
5. Evaluate business lending requirements utilising financial analysis, competitive and management assessment, and security considerations to justify the lending decision.
6. Understand and explain the general principles of security taken to support the various types of lending. Understand the procedures for taking, releasing and realisation of the different classes of security.
7. Explain and apply the methods of effective credit monitoring, control and recovery.

module ASB2: - banking practice (lending) optional

6. SYLLABUS

1. Introduction to credit assessment models aimed at understanding the Canons of Good Lending. The well-known CAMPARI and SWOT models illustrated by applications to both personal and commercial borrowers.
2. Nature of financial information and types of lending facilities extended to personal and professional borrowers.
3. Nature of financial information and types of lending facilities to small and large commercial businesses in retailing, wholesaling, manufacturing, construction and service industries.
4. Main features and benefits of special purpose products such as factoring, hire purchase, trade finance, leasing, and franchising.
5. Analysis and interpretation of historical financial information using ratio and trend analysis. Interpretation of the cash flow statement in the year end financial statement and analysis of cash flow projections for working capital requirements.
6. The influence of the key players involved in an industry in which a business operates and its competitive position within that industry in relation to the credit risk. Illustrate using Porter's Model Five Force model.
7. The influence of management skills, structure, character and succession on the business success.
8. Analysis of a lending application using the decision making tools to identify the strengths and weaknesses relevant to the credit decision process. Appropriate structuring of facilities including security conditions, pricing and any covenants.
9. Purpose of reviewing facilities as a monitoring measure. Information sources for review such as, interim management accounts, aged receivables and payables. Identifying early warning signals of deteriorating credit risks such as, overtrading,

9. cont'd

- non-payment of payables and build up of receivables.
10. Remedies for control such as control of excesses on overdraft facilities and margin requirements
11. Definitions for bad and doubtful debt. Identification of warning signals, remedial action, recovery methods and problems in recoveries.
12. General principles of security applied to various types of lending. Different forms of security: lien, pledge and mortgage. Direct and third party security; independent legal advice; legal and equitable mortgages: remedies in the event of failure to repay. Special considerations given to limited liability company security.

7. SUGGESTED TEXTS AND READINGS

Recommended Readings

- Lending and Securities- A Practical Guide to the Principles of Good Lending by Christopher Parry, CIB Publishing
- Lending by Keith Checkley, CIB Publishing
- Applied Lending Techniques_ The "Street wise" Guide to Good Lending Practice by C N Rouse, 2nd edition, Financial World Publishing

Other Readings

- Banking Journals and magazines
- Business Websites such as www.quickmba.com
- Stockbrokers financial analyses and reports on companies in the business section of local newspapers

module ASB3: - finance of international trade optional

1. INTRODUCTION

International trade is perhaps the key element in the global economy. It involves the movement of goods and services across borders and plays a critical role in determining the wealth of nations. Supporting international trade are the financing and payments systems offered by financial institutions. Financial institutions therefore play a major role in international trade and any banker who aspires to progress on the corporate side of banking must have a thorough understanding of the principles involved in international trade.

2. MODULE DESCRIPTION

The syllabus is designed to enable students to understand the methods employed in and the customers engaged in international trade; to appreciate the features and benefits of the range of services provided in the field; to understand the international payment systems that are in place and the regulations and procedures adopted; and to recognize the terminology used in international trade.

This module covers the meaning of international trade finance and payment; the management of risk; financial services provided by banks and other sources; methods of trade and trade promotion and assistance or advice available from banks and other sources.



3. MODULE OBJECTIVE

Commercial lending officers often deal with propositions which involve some aspect of international business. Those officers who have a sound grasp of the Finance of International Trade will be able to deal confidently with such lending propositions and will be able to cross sell relevant international services.

4. MODULE EVALUATION & EXAMINATION FORMAT

Students understanding of the material will be gauged via one examination in which candidates will be required to answer five (5) out of seven (7) questions. Each question carries twenty (20) marks.

5. LEARNING OUTCOMES

On completion students should be able to:

1. Explain the ways in which international trade is undertaken, settled and financed
2. Provide practical solutions to customers' trade problems
3. Evaluate the nature of risk in international trade and how these risks are managed
4. Explain the features and benefits of trade products and services provided by financial institutions
5. Examine the international payment systems that are in place and the regulations and procedures adopted
6. Utilise correctly the terminology of international trade and explain the content and use of documentation

module ASB3: - finance of international trade optional

6. SYLLABUS

1. The meaning of trade finance and payment settlement and clearing systems
2. Commercial terms used in the delivery of goods and for payments in domestic and international trade, and the responsibilities of the parties involved
3. Incoterms
4. The documents used in international trade including their features and functions
5. The main types of documentary letters of credit and their documentary requirements and operation
6. The risks inherent in granting periods of credit in connection with trade dependent on the particular terms of payment, including open account trading
7. Management of risks, which include protection against credit, political and economic risks.
8. Documentary letters of credit as a means of obtaining finance or providing credit; the financial uses of credits including acceptance/deferred payment credits, discounting red clause letters of credit, transferable and back-to-back credits, revolving and reinstatement letters of credit
9. Bank undertakings as a means of securing and obtaining payment, including documentary letters of credit, guarantees, standby letters of credit and guaranteed bills of exchange
10. Finance against export credit insurance schemes
11. The different types of short-term export finance, including overdrafts and loans, taking into account security considerations and re-module
12. Different types of bank guarantees and bonds as a means of facilitating international trade

7. SUGGESTED TEXTS AND READINGS

- Finance of International Trade - Alastair Watson - CIB
- ICC Guide to Documentary Credits - International Chamber of Commerce
- ICC Uniform Rules for Collections - International Chamber of Commerce



module D1: - human resource management

1. INTRODUCTION

Human Resource Management is the strategic and logical approach to the management of an organisation's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business.

2. MODULE DESCRIPTION

This is an introductory module which gives students an insight into the principles, practices and techniques necessary for effective management of an organisation's human resources.

3. MODULE OBJECTIVE

The objective of this module is to enable students to demonstrate and apply their understanding of the principles of human resource management

4. MODULE EVALUATION & EXAMINATION FORMAT

The paper is divided into two parts. Section 1 consists of a case (maximum 3 pages). This section will be worth 40% of the marks available in the examination.

Section 2 consists of five 20 mark questions, three of which must be answered.

The exam time is three (3) hours.



5. LEARNING OUTCOMES

On completion of this module, students should be able to:

1. Have an understanding of the theoretical bases of HRM and its relationship to other theories such as individual needs, group needs, group structures and motivation.
2. Understand the importance of creating work structures and human resource processes that enable employees to work effectively within the organisation.
3. Know the key components that comprise the Human Resource Management cycle.
4. Develop an understanding of Industrial Relations Law and practice in general.

module D1: - human resource management

6. SYLLABUS

1. Introduction to HR Management

- Objectives of the HRM function.
- Environmental influences on HRM - external and internal.
- Strategic Role of HRM

2. Securing Human Resources

- Human Resource Planning
- Job Analysis and Design
- Recruitment & Selection Methods

3. Rewarding Human Resources

- Performance Evaluation
- Job Evaluation
- Compensation methods and policies
- Employee benefits.
- Flexible benefit programmes

4. Developing Human Resources

- Orientation and Training.
- Career management
- Job enlargement/enrichment/rotation
- Succession Planning
- Administration of discipline.
- Coaching and Counselling

5. Protecting Human Resources

- Causes of work accidents and work related illnesses
- Health & Safety programmes
- Employee Assistance Programmes.

6. Maintaining Labour- Management Relations

- Understanding the role of the Union
- Principles of Collective Bargaining and negotiation.

- Grievances and Dispute procedures.
- Laws relating to the workplace - IRA, EEO, Health & Safety Act.

7. SUGGESTED TEXTS AND READINGS

Recommended Texts

- Human Resource Management - J. Ivanevich
- Human Resource Management - C. Fisher/ L. Schoenfeldt/ J. Shaw
- Management in the Financial Services Industry - Liz Croft/Ann Norton /Ian White (CIB)

Other Readings

Recent issues of the following Journals:

- Workforce
- HR Magazine



module D2: - marketing management

1. INTRODUCTION

The Chartered Institute of Marketing defines marketing as, "The management process responsible for identifying, anticipating and satisfying customer requirements profitably." Marketing is now viewed as a business philosophy, not just a business function, which puts the customer at the center of everything that the business does. Marketing is thus more than a set of techniques and not just the responsibility of the marketing department but that of all employees of a firm. It is therefore essential that all students of business, including students of banking and finance, study marketing.

2. MODULE DESCRIPTION

Even though this module will focus on the marketing requirements of banks and other financial service sector firms, it will also pay attention to the marketing requirements of business in general in order to enable bank executives to more effectively assess business proposals submitted by clients.

3. MODULE OBJECTIVE

It is thus the aim of this module to provide a comprehensive introduction to the functions and activities of marketing.

4. MODULE EVALUATION & EXAMINATION FORMAT

Final Exam 100%

The paper consists of eight (8) questions of which four (4) must be answered. All questions carry equal marks and where a question has more than one part, the marks will be evenly distributed over the respective parts unless otherwise indicated.

5. LEARNING OUTCOMES

On completion of this module, students should be able to:

1. Explain/demonstrate how marketing responds to and attempts to satisfy the wants of consumers/customers.
2. Demonstrate the vital need for a customer orientation on the part of all employees in a firm.
3. Gain an understanding of the "marketing concept" and its value as a business philosophy.
4. Explain why businesses need market information and describe the way marketing research is used to solve problems.
5. Illustrate and explain the steps involved in carrying out marketing research.
6. Define the marketing environment and describe strategic marketing.
7. Explain buyer behaviour.
8. Explain the concepts of Segmentation, Targeting and Positioning and illustrate their use.
9. Explain the concept of the product life cycle and the major issues surrounding its use.
10. Identify the unique characteristics of services and develop an appropriate marketing strategy for a service organization.
11. Define and discuss customer relationships strategies.
12. Illustrate the ways the Internet and Information Technology impact marketing practice in a firm.
13. Identify and explain the various elements of the marketing mix and discuss how marketers develop marketing mix strategies.
14. Identify and discuss the issues involved in developing and implementing a marketing culture in a firm.

module D2: - marketing management

6. SYLLABUS

Topics to be covered include:

1. Marketing Overview
2. Marketing Evolution
3. Environmental analysis
4. Strategic Marketing Planning and Forecasting
5. Consumer Behaviour
6. Marketing Research and Analysis
7. Segmentation, targeting and Positioning
8. Product concepts and product Management
9. Services Marketing
10. Marketing Channels
11. Pricing Strategies
12. Promotional Strategies and Processes
13. Quality, Customer Service, Relationships Marketing, and Customer Satisfaction
14. The Internet and Information Technology and Marketing
15. Marketing Implementation

7. SUGGESTED TEXTS AND READINGS

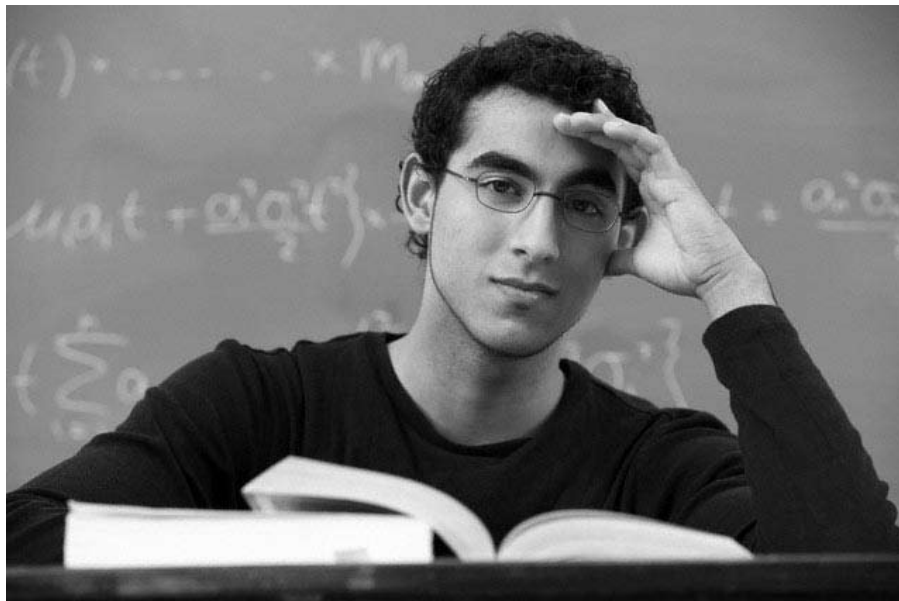
Recommended Texts

Any one of the following Principles of Marketing Texts

- Kotler, P and G. Armstrong (2004), Principles of Marketing (Tenth Edition). Upper Saddle River, NJ: Pearson Education, Inc.
- Pride, W/M and O.C. Ferrell, Marketing Concepts and Strategies, (Latest edition), Boston, M.A: Houghton-Mifflin Company.
- Boone, C.E and D.L. Kurtz, (1998) Contemporary Marketing, (Ninth Edition). Troy, MO: Dryden, Harcourt, Bruce and Company.

Bank Marketing Texts:

- Reidenbach, R.E and R.E. Pitts, (1986), Bank Marketing: A Guide to Strategic Planning, Englewood Cliffs, NJ: Reston Book, Prentice-Hall.
- Andrew, Kenneth (1986), The Bank Marketing Handbook. Cambridge, U.K: Woodhead-aulkner Ltd.



module D3: - financial management

1. INTRODUCTION

Finance is the field of study which focuses on managing the finances of firms, financial institutions and individuals. Careers in finance include corporate financial officer, banker, broker, stockbroker, financial analyst, portfolio manager, investment banker, financial consultant, personal financial planner and lecturer. The possibilities are varied.

2. MODULE DESCRIPTION

This is an introduction to the concepts, theory and practice of financial management. Emphasis is placed on understanding both the inputs needed for the decision-making process and how the process is applied. It is the study of the techniques used to make investment financing and dividend decisions in order to maximise the value of the firm to its owners. These techniques are then applied to major decision areas facing financial managers, including cash flow analysis and capital budgeting, long term capital financing, capital structure and working capital management. Tools include financial statement analysis, time value of money, security valuation, cash flow analysis, capital budgeting, break-even analysis and the cost of capital.

3. MODULE OBJECTIVE

The primary objective is to provide the student/candidate with a key to understanding the business environment. It is also to provide the theoretical background and analytical tools necessary for sound financial decision-making.

4. MODULE EVALUATION & EXAMINATION FORMAT

Candidates' understanding of the module material will be gauged via one examination. Students/Candidates will be required to answer in the following scheme:

- Section A - Compulsory multiple choice questions accounting for 40% of the marks
- Section B - Six questions of which three must be answered accounting for 60% of the marks.

5. LEARNING OUTCOMES

The student will have an understanding of:

1. Modern working capital management
2. The issues and skills involved in evaluating long-term investments and their financing
3. The global nature of the financial environment
4. Various components of the financial system
5. The basics of investing
6. The importance of ethics in the finance profession

The student will be able to:

1. Demonstrate knowledge of the principles of financial management.
2. Evaluate investments and select the appropriate ones to maximise stockholders' wealth under various possible scenarios
3. Prepare a financial analysis and assess the financial performance of a company
4. Use time value of money techniques to value future cash flows
5. Value bonds and stocks with publicly available information
6. Measure risk and return in a portfolio context
7. Understand computation and factors affecting the cost of capital of a firm
8. Use net present value as a financial decision

module D3: - financial management

6. SYLLABUS

1. Introduction to Financial Management - role of the financial manager; types of financial institutions, the financial environment - markets, institutions, interest rates
2. Fundamental Concepts - Time Value of Money - annuities and perpetuities; present value, future value, valuation of long-term securities; risk and return; relationship between risk and rates of return; portfolio risk, CAPM
- 3.
- 4.
5. Securities and their Valuation - characteristics and valuation of bonds and stocks; zero growth, constant and supernormal growth; Strategic Investment Decisions - Cost of Capital, cost of debt, preferred stock, and common stock; capital budgeting methods - NPV, Pay back period, IRR, Profitability Index
6. Cash Flow estimation, replacement decisions, break-even analysis, growth models
7. Project Risk Analysis - basics (stand-alone risk, corporate, market beta risk), Sensitivity Analysis, Monte Carlo simulation
8. Capital Structure Decisions - basics; Capital Structure Theory - basics; M&M propositions, effect of leverage on risk and return; Firm Valuation using MM Models



Other Readings

- Study packs from Examination Bodies (ACCA, CIMA, CPA etc.)
- Financial Analyses and Reports of companies printed in the newspapers
- Financial Journals and magazines

7. SUGGESTED TEXTS AND READINGS

Recommended Texts

- Fundamentals of Financial Management by Eugene F. Brigham & Joel F. Houston
- Introduction to Finance by Lawrence J. Gitman & Jeff Madura

module D4: - information technology

1. INTRODUCTION

Information Technology or IT is concerned with the automatic processing of information using electronic technology such as computers and telecommunications.

2. MODULE DESCRIPTION

This module gives an Introduction to Information Technology and its application in a business environment. It places emphasis on the banking industry/ financial services sector.

3. MODULE OBJECTIVE

The objective of this module is to provide the student with Information Technology knowledge and skills to sufficiently enable him/her to function effectively within a banking environment as an end-user of IT.

4. MODULE EVALUATION & EXAMINATION FORMAT

The paper is divided into two parts. Section A is compulsory, and all questions must be answered. This section is worth 40% of the marks available in the examination.

Section B consists of five 20-mark questions, three of which must be answered. This section is worth 60% of the marks available in the examination.



5. LEARNING OUTCOMES

On successful completion of this module of study, students should be able to:

1. Demonstrate knowledge of information technology terminology.
2. Demonstrate an understanding of the major hardware and software components of Information Systems.
3. Describe the different types of Information systems and their application.
4. Use Information Technology in a banking environment in an effective and secure manner.
5. Manage the use of information technology in a banking environment.
6. Describe major applications of Information Technology in Banks

module D4: - information technology

6. SYLLABUS

Topics to be covered in this module include:

1) DEFINITION OF INFORMATION TECHNOLOGY TERMS

2) COMPUTER HARDWARE

- 4-Block Diagram of a Computer (input, output, processing and storage) and the purpose of each block
- Classes of Computers (PCs, workstations, mini computers, mainframes, supercomputers)
- The Central Processing Unit, its components and peripherals
- Input Devices (keyboard, mouse, magnetic strip reader, optical character recognition (OCR) reader, magnetic ink character recognition (MICR) reader, scanner, voice input devices) and their practical application in banking
- Output Devices (printer, voice output device, video display terminals, microfilm, microfiche) and their practical application in banking
- Computer Storage - types/methods of primary and secondary storage, units of storage and capacities. Use of secondary storage (CD, optical disks, magnetic tape, magnetic disk) and their practical application in banking

3) COMPUTER SOFTWARE

- Classes of software (systems and application)
- Sources of software (user produced/in-house or off the shelf) - theoretical and practical knowledge on its application
- Word Processing software - theoretical and practical knowledge on its application
- Spreadsheets - theoretical and practical knowledge on its application
- Databases - theoretical and practical knowledge on its application

4) TYPES OF INFORMATION SYSTEMS and their application in the financial services sector

- Operational-level systems
- Knowledge-level systems
- Management-level systems
- Strategic-level systems

5) Stages of the Systems Development Lifecycle and the associated activities, using a system needed in banking as an example

6) COMPUTER NETWORKS

- Client/Server Computing; Thin clients/ Network Computers
- Local Area Networks, components and their business application in banking
- Wide Area Networks, components and their business application in banking
- Virtual Private Networks, components and their business application in banking

7) COMPUTER/DATA PROCESSING

- Real-time Processing
- Batch Processing
- Centralised processing (Real-time or Batch)
- Distributed processing (Real-time or Batch)

8) THE INTERNET: ELECTRONIC COMMERCE AND ELECTRONIC BUSINESS

- The Internet, its uses and benefits to organisations
- Intranets and Extranets and their application in banking
- The Internet and Electronic Commerce
- Intranets and Electronic Business

module D4: - information technology

6. SYLLABUS cont'd

9) The Computer Room - function of computer room, environmental controls, layout, security considerations, data back-ups, logging.

10) Information Systems Security and Control

- Systems vulnerability
- Data quality
- Data security controls
- Security and the Internet
- Computer Crime and Abuse
- Contingency and Disaster Recovery (Business Continuity) planning

11) Application of Information Technology in Banks. Have a general understanding of the purpose of the following and how they work:

- ATMs
- Point of Sale systems (debit and credit cards)
- Internet Banking
- Telephone Banking
- Switched Networks (example LINX)
- Automated Credit Bureaus
- Automated Clearing Houses

7. SUGGESTED TEXTS AND READINGS

Recommended Texts:

- Information Systems for You, Third Edition - Stephen Doyle
- This Is, Level 2, Second Edition - Ian Ithurralde & Anne Ramkaran
- Management Information Systems, Eighth Edition - Kenneth C. Laudon & Jane P. Laudon

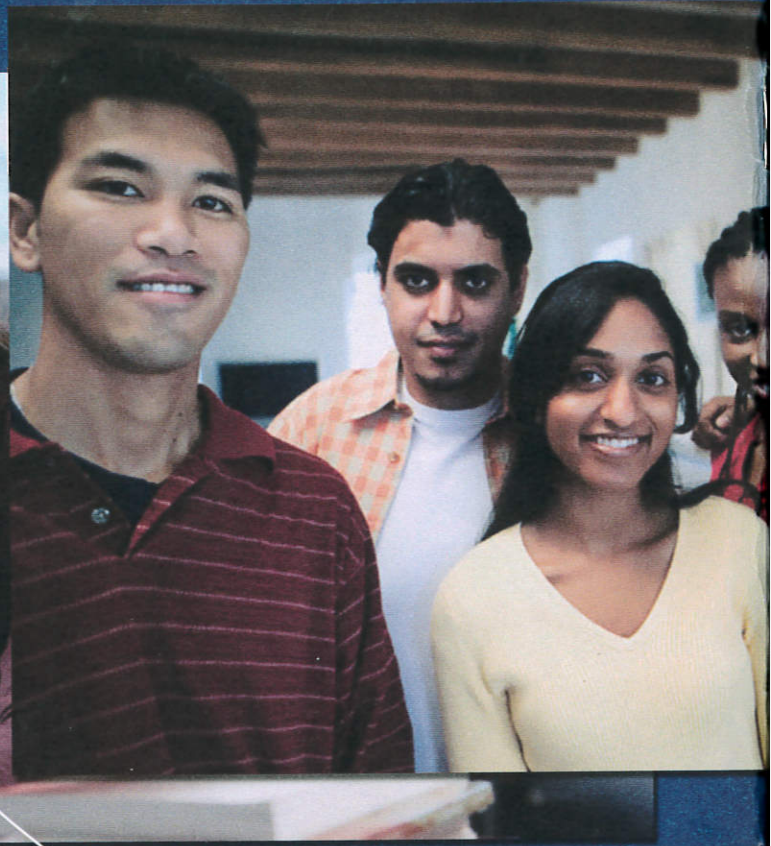
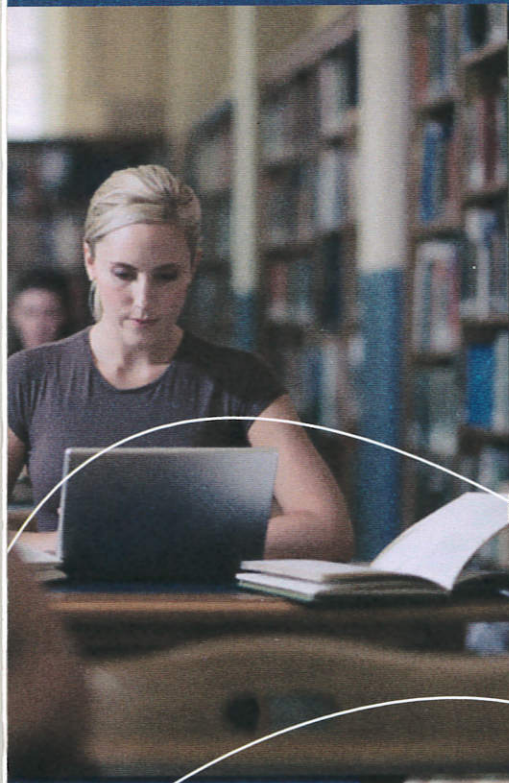
Recommended Websites:

- www.whatis.com
- http://www.enterprise-ireland.com/ebusiness/guides/basics_bht/basics_index.htm



study notes...

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