

GAFM
Global Academy of Finance & Management®

GAFM™
Accredited Certification Programs

Recommended Outlines and TCO Terminal Course Objectives for All
Certification and Designation Programs

USA – EU – India – Arabia - Africa- Singapore – Latin America - Asia

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About GAFM™

The GAFM was founded in 1996, via a merger between the Graduate Leadership Institute & Analysts and the Institute for Professional Analysts. The Leadership Institute was originally established as a professional organization for management consultants, professors, and analysts. The Institute was founded to examine strategic accounting, risk, and finance issues. GAFM currently recognizes over 20,000 PhDs, Lawyers, CPAs, Business School Graduates, & Masters Degree Holders as executive members in over 151 nations. GAFM takes pride in holding a membership with superior qualifications, experience, and designations.

GAFM is the regulatory body for the much sought after GAFM Designations and Credentials. The GAFM Executive Designation Programs provides the assurance that the holder has met the suggested criteria for graduate credentials set out in the Ibanez US Supreme Court Decision. Further, the GAFM board certification requires passing 6 different levels of standards. Acceptance into the GAFM is a high distinction and requires the holder to possess a graduate level portfolio of skills and knowledge. Acceptance statistics are not high, and the designation when achieved is a high honor strictly for accredited degree graduates.

The GAFM has seen a meteoric rise to affluence and membership in recent years, as financial executives and managers strive to maintain and augment their education, credentials, integrity, and skill sets. GAFM has strategic partnerships including the RSOF Royal Society of Fellows Worldwide, and GAFM and the RSOF provide the most elite global conferences on finance, tax, investments, law, wealth management, portfolio management, economics, and ecommerce issues.

GAFM's mission is to serve its global membership and stakeholders as a world leader in educating and reinforcing the international knowledge of executives and potential leadership of financial based institutions. GAFM mandates consent to high standards of professional conduct, and GAFM activities are International in nature and scope.

Mission Statement

" Assist in the professional, executive training, and social development of financial professionals interested in investments, financial planning, corporate finance, estate planning, asset management, risk management, taxation, and market and financial analysis. This includes the perspectives of economics, political-legal environmental issues; NGOs; and private enterprises.

" Promote and protect the integrity of the GAFM Membership, Training, and Designations both nationally and internationally.

" Provide a structure for interaction between members and the professional financial community, business executives, government finance officials, and finance related academic professionals.

" Enhance employment opportunities for GAFM Members at all levels via networking, training, and outreach.

" To continue to grow internationally with specialized on-site executive training available at select colleges and training centers.

Official Recognition

The Global Academy of Finance and Management™ is an independent worldwide society of financial professionals. We are a global self-regulatory organization that recognizes the highest in educational, experience, ethical, and continuing education standards as dictated by the Supreme Court decision on financial credentials. © GAFM has members in 150+ countries. GAFM is a professional association member of the AACSB™ International - the Association to Advance Collegiate Schools of Business.

With liaison provider representative offices in Hong Kong, Dubai, Singapore, Europe, Moscow, New York, Mexico, Africa, the Bahamas, and India, GAFM is the only truly worldwide graduate financial organization for financial managers, analysts, accountants, planners, faculty, investment executives and counselors. Further, GAFM is the first purely financial certification training organization to be sanctioned by the Chinese Government. GAFM is the first Global Financial Organization to achieve recognition for the AACSB™ Internationally Accredited Business School Education and Training. Further, GAFM has a co-existence agreement with the CFP Board of Standards and the CFA Institute (Previously named AIMR Worldwide) in which GAFM will now offer the MFP Master Financial Professional Graduate Designation & the Registered Financial Specialist Credentials. GAFM has also been recently approved for listing in the US Dept. of Labor's Websites along with other top financial and accounting organizations. GAFM designation and training information have been disclosed to the US Dept of Labor, United Nations, FINRA NASD Securities Officials in the United States. Additionally, GAFM has made full disclosure for listing and publication in the NASD National Association of Securities Dealers Brochures.

Unlike many other financial planning organizations, we require a college education from all applicants and traditional study of financial theory, investments, economics, and ethics. Moreover, with an accredited college degree comes testing, research, and study in diverse areas of finance. The GAFM Constitution and By-Laws are regulated by a Board of Standards including several doctorate level professionals, deans, professors, and executives. GAFM is working with 1000 colleges around the world to improve and harmonize financial education and training.

GAFM was started by MBAs, Doctorates, and Financial Executives devoted to: research, and competency in financial and tax related fields. Moreover, financial executives, faculty, lawyers and bankers who specialize in wealth management, tax, trust, and estate planning came together to craft the designations, education criteria, and credentials that we award today to the world's finest Practitioners. With liaison offices in Hong Kong, Monterey, Europe and New Orleans, GAFM is on the Cutting Edge of Executive Training Worldwide.

GAFM has membership that includes top finance professors from colleges around the world such as Stanford, NYU, AGSM, University of London, Universite de Bourgogne Dijon Cedex, Thunderbird Graduate School, Stockholm School of Economics, Tulane, BU and others.

GAFM has also been unanimously sanctioned by the American E-Commerce Association, The Wealth Management Commission, The Tax and Estate Planning Law Review, The Condor Falcon Graduate Institute, and Institute of Certified E-Commerce Consultants. Further the GAFM is a Civil Society Member with the United Nations.

Other Recognition, Alliances

- GAFM is Professional Association Member of the ACBSP™
- GAFM has a global recognition agreement with AACSB™
- GAFM recognizes graduates of ACBSP accredited business schools worldwide with professional designation eligibility. Thus, if you have successfully graduated from an ACBSP or AACSB business school with a concentration in Finance related topics, you are eligible for the MFP Master Financial Professional Designation.
- GAFM has members in 150+ countries
- GAFM has top Finance Professors from around the world who are members or honorary advisors.
- GAFM has global trademark agreements with organizations in Asia, Africa, EU, India, America and Australia establishing GAFM's legal rights to various Designations and Programs.



GAFM Certification Programs

MFP Master Financial Professional TM

" Focus on investments, asset and portfolio management, ethics, regulatory issues, tax, and accounting.

Registered Business Analyst TM (Mini-MBA)

" A strategic MBA refresher with an intensive coverage on innovative and high-powered graduate level finance, business analysis, and leadership topics.

CWM Chartered Wealth Manager TM

" Focus on wealth management, high-net worth consulting, and financial sales skills.

CCC Certified Cost Controller TM

" Focus on advanced cost control, cost management and accounting protocol and techniques.

CRA Chartered Certified Risk Analyst TM

" A graduate introduction to risk concepts, theories and systems involved in current day risk management and analysis methodologies.

RFS Registered Financial Specialist TM

" Covering financial planning, asset management, investment advising, and insurance topics.

MFM Master Financial Manager TM

" Focus on corporate finance, risk, accounting, and economic topics with high-level corporate financial subject matter coverage.

CMA Market Analyst - Financial Analyst Designate TM

" Focus on financial analysis, international markets, investment management, ethics, and research.

CPM Chartered Portfolio Manager TM

" Focus on portfolio and fund management, research, portfolio technology, and investing.

CTEP Chartered Trust and Estate Planner TM

" Focus on estate planning, trusts, international tax, family office, utilizing multi-jurisdictional and offshore knowledge.

CCA Certified Credit Analyst TM

" Focus on the executive coverage of credit evaluation, financial statements, financial projections, cash-flow analysis, and spreadsheet modeling.

CCC Certified Cost Controller & Cash Flow Manager TM

" Focus on managerial coverage of cash flow accounting protocol, working capital management strategies, and cash reporting methodologies.

QFA Qualified Financial Assistant TM

Financial Markets I

Finance And Market Fundamentals

- Challenges for financial sector professionals and institutions in the 21st Century post-Enron and WorldCom
- Introduction to the Academy of Finance & Management and the core qualification the Master Financial Professional™

Financial Markets II

Finance And Investment Fundamentals

- Fundamental principles and theories underlying the operation of financial markets globally
- How market theory and operation adapted to the changes in global economic performance from the depression, through to the crash of the 80s and the dot com boom and bust
 - Finance and investment fundamentals
 - Securities and options markets
 - Corporate debt and debt hybrids

Markets, Funds And Forex Principles

- The structure of money markets and assessment of market performance
- Review the creation of Bonds, Hedges and Futures, along with Foreign Exchange fundamentals (pegs, devaluations, floating) that have changed with the impact of the gold market
 - Bond, derivative and money markets
 - Foreign exchange
 - Hedge funds

Business Finance

- Overview of business vehicles for operation in the corporate environment
- Review the various finance mechanisms for supporting aggressive growth in the corporate sphere
 - Business vehicles
 - Financing needs and techniques

Accessing Finance (Business Finance II)

- Overview of accessing financing for corporate development
 - Debt and equity finance
 - Accessing stock markets

Market Economics

Overview of market economics and the effects of key influences such as government policy, Federal Reserve announcements and deficit/surplus budgets.

- Impact of economics on financial markets
- Understanding impact of economic statements
- Understanding effects of political events on markets

Financial Analysis And Valuation

A structured approach to understanding corporate financial results presented through SFC financial statements. Including using the appropriate formulas, systems and ratios for evaluating the performance of a company along with an explanation of the critical relationships between the balance sheet, profitability and cash flow.

- Interpretation of financial statements
- Financial ratios
- Relationships between balance sheet, profit and loss account and cash flow statements

Market Regulatory Requirements, Laws and Ethics

Overview of corporate regulatory compliance and a detailed review of the regulated market. Including a review of regulatory bodies overseeing the financial services sector, regulator's responsibilities applicable laws, rules and ethics imposed on institutions and professionals.

- Regulatory framework and underlying principles
- Role and responsibility of securities regulator
- Role and responsibility of exchange operator
- Property laws and laws of contract
- Conduct rules and ethics

Managing And Marketing Financial Services And Products

A view into professional development and management leadership skills required for the Master Financial Professional in today's business environment. Including exercises and case studies for development of product and pricing plans; marketing and branding elements of product development and promotion; and client relationship management for high-net worth clientele.

- Managing professional staff
- Organizational issues and strategies
- Marketing and brand issues
- Business development
- Understanding individual client needs

Managed Funds

An overview of managed funds and basic overview of investment management for relationship clients within the institution.

- The role of managed funds
- The structure of funds
- Fund types and role of funds for client needs

Module 1 - Day 1 and Day 2

Finance For Non-Financial Executives - 1.5 Days

(Master Financial Professional)

Designed to provide a crash course in MBA Finance techniques, especially for Non-Finance executives. This course will focus on the basic finance survival course within a global enterprise. Provides valuable insight from CFOs and leading Finance Professors on the basics of the financial reporting and operational aspects of a listed company.

1. Analysis of financial statements
2. Shareholder wealth maximization
3. Applied corporate finance
4. Strategic management and the financial planning process
5. Introduction to the "Stock Exchange"
6. Cash flow - the lifeblood of business

Module 2 - Day 2

Cost Control And Effective Financial Management - 0.5 Days

The manager's role in operational cost control and administration is perhaps the most critical and visible of all requirements in an organisation. All executives have the issues of budget and operational spending but many also have the task of controlling cost behavior and cost allocation. A company can live and die by its ability to control, use and manipulate cash flow and this can be the life-blood of a manager's ability to achieve sustainable profitability.

7. The changing business environment
8. Cost control and cost management
9. Budgeting
10. The Balanced Scorecard and performance management
11. Effecting change for cost efficiency

Module 3 - Day 3

A glimpse into the world of International Business Strategy. This is not a high-level theoretical course component; rather it is a journey into the reality of conducting business on the global stage. As the business boundaries continue to dissolve globally with the impact of globalization, the Internet and greater market accessibility, the future of your capability as an executive will rely heavily on your ability to understand and collaborate with International clients, partners and suppliers.

International Business Strategy - 0.5 Days

12. Economics of globalization
13. Understanding cultural differences and their influence on the enterprise
14. Market entry, political reality and competitive structures
15. Alliances - structure and management
16. Organization, operations and structural control Issues
17. Global strategies

Module 4 - Day 3

Focus on gaining an understanding of current leading IT technologies, such as the Internet and XML, and their impact on business. You can't do business without it.

IT Management For Non-Technical Executives - 0.5 Days

18. Using information technology for competitive advantage
19. Understanding the Internet's power to alter channel strategies
20. Gaining a broader understanding of IT in the context of the company, industry and world
21. Building IT-based information age companies
22. Emerging technologies and trends

Module 5 - Day 4

Marketing is a mechanism for developing and growing your business, but if done incorrectly can be an expensive and misunderstood component of your operations. This course component on Marketing Strategy will give executives an understanding of core marketing requirements within business and the ability to measure marketing efficiency.

Marketing Strategy And ROMI - 1.0 Days

23. Developing fast to-market technology for competitive advantage
24. Exploring the economics of customer loyalty and total customer satisfaction
25. Putting a customer-focused, service profit chain to work
26. Formulating an action-oriented marketing plan
27. Return on Marketing Investment (ROM)

Module 6 - Day 5

Leadership - it is the single quality that all very successful individuals have. It is what you need to lead an organisation to success. Strategic Leadership and Change Management introduce techniques for developing strong leadership skills and an organisation that follows.

Leadership And Change Management - 0.5 Days

28. Understanding the difference between leadership and management roles and responsibilities
29. Exploring the critical role of leadership in the change process
30. Examining leadership patterns for successful transformation initiatives
31. Developing negotiation skills

Strategic Management And Leadership - 0.5 Days

32. Understanding the relationships dynamic
33. Developing organisational capability for a knowledge-based, service intensive business
34. Integrating the various functions into a coordinated action plan and
35. Designing processes to efficiently move the organisation forward

Portfolio Management, Financial Markets And Risk Management

Building on classical concepts in portfolio theory, you will learn more advanced applications as they apply to equities, bonds, or hedge fund strategies. You will learn to question and assess asset managers. Furthermore, you will practice how to break down and evaluate various structured products in order to give clients the best advice. Finally, you will gain insights into modern concepts of risk management.

- Portfolio management
- Investment policy and agreements
- Efficient-market theories
- Performance measurement
- Investment styles fixed-income management
- Structured products risk management and operational risk
- Hedge funds tax and insurance aspects
- Practical diversification possibilities

Wealth Management And Planning

The topic covers the special aspects of wealth management for high net-worth individuals and the comprehension of the major concepts underlying global laws and regulations related to wealth planning. Also, major principles in domestic and international estate and tax planning and how to recognize opportunities for clients will be covered. Furthermore, suitable asset allocation techniques from an integrated perspective, taking finance, financial planning aspects, risk tolerance; lifestyle, life cycle, and estate planning into consideration will be discussed. In a complex wealth management situation, you will be able to integrate the advice given by various counsellors to help facilitate the optimal solution and clients' decisions.

- Financial planning and life cycle models for high-net-worth individuals
- Asset allocation, client objectives and suitable financial decisions
- Integrated financial planning for entrepreneurs (including laws and taxes governing IPO's and divestitures)
- International wealth planning for high-net-worth individuals (including trusts, foundations, estate planning, comparative tax laws, mobility and residence)
- Objectives and strategies of a family office

Management Accounting and Controlling

Develop the ability to apply modern controlling concepts concerning the profitability of products and customer segments. Understanding the workings of asset and liability management and how to judge the financial status of a company based on balance sheet and profit or loss.

- Modern methods of cost calculation for products, services, processes, and clients
- Methods of internal cost allocation and their consequences
- Asset and liability management
- Balance sheet and profit and loss analysis
- Examples of existing cost calculations and their uses

Interpersonal Skills For Dealing With High- Net-Worth Individuals

Understanding the ethical concepts in wealth management based on different cultural backgrounds and different historical developments. Developing sensitivity towards codes of conducts in different cultures. Strengthening personal skills in handling demanding high-net-worth individuals both in business and in social settings, and how to improve your negotiation skills with customers.

- Cultural and psychological frameworks of wealth
- Negotiation skills and role plays

Marketing For The Financial Industry

Develop an integrated service concept for high-net-worth individuals and determine how to implement suitable client segmentation. Understand the consequences of different service and pricing strategies and distribution channel policies. Demonstrate how to build sustainable customer loyalty for high-net-worth individuals, and how to define, implement and secure a service culture perceived as value-added by the client.

Furthermore, you will learn about the possibilities provided by modern customer relationship management systems and data-mining techniques and how to apply to the setting of high-net-worth individuals.

- Approaches to marketing
Customer behaviour and client segmentation

Day One

- Introduction and course objectives
- Need for cost control and cost management The
- use of cost information in pricing decisions
- Cost concepts
- General cost classifications Product
- costs vs period costs
- Cost behaviour - fixed, variable and mixed costs
- Direct and indirect costs Opportunity
- cost and sunk cost Relevant range
- concept
- Estimating costs and predicting cost behaviour: high-low method, regression analysis
- Summary
- Operating leverage and profit performance
- Sales mix considerations
- Variable vs. absorption costing
- Income comparisons
- Effect of changes in production on profit
- Cost of Quality (COQ)
- Summary

Day Two

- Job costing Direct
- materials Direct
- labour
- Manufacturing overhead
- Estimating predetermined overhead rates Job
- cost sheets
- Flow of costs within a job costing environment
- Process costing
- Similarities and differences to Job Costing Flow of
- costs within a process costing environment
- Equivalent units of production
- Preparing a production report
- Processes, activities, resource consumption

Day Three

- Cost Volume Profit (CVP) analysis
- Contribution margin concept
- Contribution margin ratio
- Break-even analysis Target
- profit calculations Margin of
- safety

Day Four

- Activity Based Costing (ABC)
- Comparisons with traditional costing
- Designing an ABC system
- Mechanics of ABC
- Budgeting
- Purpose and use of budgeting
- Approaches to budgeting: incremental vs. zero-based budgeting
- Preparing a budget
- The master budget
- Sales budget
- Production budget
- Direct materials budget
- Direct labour budget
- Manufacturing overhead budget
- Cash budget
- Summary

Day Five

- Standard costing
- Definition of standard costing
- Setting standards
- Types of variances
- Variance analysis
- Target costing and reverse engineering
- The Balanced Scorecard and Performance Measurement
- Strategy and the Balanced Scorecard
- Four firm dimensions
- Costing human capital
- Summary and close of course

Day 1

An Introduction To Risk Management

Covering the concepts, theories and systems involved in current day risk management methodologies. Provide a broad grasp and introduction to this five-day intensive course. Including:

- What is risk and why worry about it?
- What are the key risk types?
- Overview of current and future risk management issues

Market Risk Management

Understand the concept of market volatility and impact to your business. Included in the topic is detail on the definition of market risk, key sources of market risk, identifying market risk sensitivity and other market triggers and influences.

Market Influences

- Liquidity and volatility
- Interest rates
- Foreign exchange
- Term structure

Measuring Market Risk

- Value at Risk (VaR)
- Methods of calculating VaR
- Choice of method

Managing Market Risk

- Hedging
- Synthetics
- Portfolio management
- Stress Testing

Day 2

Use Of Market Risk Models

The entire day will introduce you to various market simulations and toolsets which will help you in evaluating market risk and determining risk strategies.

- Use of Excel in market risk models
- Case Studies and simulations

Credit Risk Management

Define credit risk and the type of risks that are common and methods of assessing these risks.

Types Of Risk

- Default risk
- Settlement risk
- Counter party risk

Assessing Credit Risk

- Direct risk assessment
- Portfolio risk assessment

Various Other Assessment Models

- Credit ratings
- Measuring credit risk
- Use of credit derivatives in risk management
- Credit enhancement

Day 3

Operational Risk Management

Understanding operational risk and how your business monitor and protect itself from this risk. Overview of how we capture data from across the enterprise to identify these internally focused risks.

- Monitoring operational risk
- Quantifying operational risk
- Data problems

Political And Sovereign Risk

- Define these risks and how do they manifest.
- Why monitor this risk?
- Measuring political and sovereign risk
- Practical effects of political and sovereign risk

Day 4

Other Common Risks

Broad corporate, enterprise and market risk factors that impact operations, governance and compliance requirements

- Legal risk
- Accounting risk
- Tax risk
- Other risk

Developing And Implementing Risk Standards

Understanding your organisation's risk profile and protecting your organisation from risk. An overview on finding a balance between being risk-adverse - which can materially constrain your operation versus taking too great of risk.

- Finding the right balance between risk and reward for your organisation
- Identifying and solving communication breakdown between front and back office to maximise risk control

Day 5

Practical Assessment Exercises

The final day encompasses learning from the four previous days into a workshop- learning model, along with the introduction of specific tools, simulations and case studies to assist in risk assessment and risk mitigation.

- Use of models to assess several risks
- Excel simulations
- Determine how assessment relates to asset or business portfolios
- Case studies

Fundamentals Of Asset Management And Financial Strategy

An introduction to the asset management process and to the technical skills that a competent asset manager must possess in order to serve his or her clients successfully. The course will provide the primary concepts of asset management (insurance, investments and estate planning) and their corresponding interrelationship in providing comprehensive personal asset management. This course explores the financial industry and how to develop an asset management practice: including the current economic environment, regulation, reporting and compliance, etc.

- Asset management concepts
- Finance and investment fundamentals
- Securities and options markets
- Corporate debt and debt hybrids
- Bond and money markets
- Foreign exchange

Investment Management and Managed Funds

Investments focus on the relationship of risk and return, the contrast between equity and fixed income investments, the mathematical formulas of investing and the analysis of investment theories and strategies. The investment section explores the difference between fundamental and technical analysis, as well as, the modern portfolio theory (asset allocation, diversification, market timing and security selection).

- Fundamental and technical analysis
- Efficiency of capital markets
- Investment fees
- Portfolio theory
- Alternative investments

Key Financial Decisions

This module looks at several important financial decisions from both market and entity perspectives. The signaling effects of key decisions are examined to illustrate the political consequences and visibility issues that accompany financial decisions that the market rates as significant.

- Capital budgeting
- Dividend policy
- Capital structure policy

Risk Management

The Risk Management module looks at the various types of risk that individuals and businesses face and how they can avoid or manage these risks. After completing the module, you will be in a position to evaluate risk exposure and develop a risk management plan.

- Role of risk management
- Evaluating the need for risk management products
- Calculating company cost of capital

Asset Management Strategies And Case Studies

This module is interwoven with the other modules and represents an ongoing part of the programme. The case-study format differs from the traditional lecture format, in that you must take a more active role in the learning process. You will develop an asset management strategy and may participate in the presentation of an asset management plan to the class.

Overview in the MFM Courses in Financial Management:

This Wealth Management Certification Course is concerned with financial decision-making and financial instruments and markets. This graduate program teaches candidates to apply economic and financial theory to obtain solutions to financial problems, such as choosing among alternative investment projects and evaluating proposed investment strategies. Courses focus on corporate accounting theory, corporate finance and leadership, investment and portfolio management, risk management, international economics and finance and financial analysis. This graduate program with a corporate finance concentration prepares individuals for careers in corporate finance, corporate leadership, treasury management, banking and insurance, and portfolio management.

- Corporate Accounting Professional Overview and Developments
- Corporate Finance Global Overview
- Corporate Investment and Portfolio Management
- Corporate Financial Risk Management
- Global Economics and Financial Markets
- Financial Analyst Professional Management

Corporate Accounting Professional Overview and Developments

This course is a comprehensive introduction to corporate accounting for analysts. The depth of coverage depends on the time allotted for the course. Topics covered include basic accounting concepts; journal entries; balance sheet construction, types of assets and liabilities, the constituents of equity, foreign currency adjustments, treasury stock; the income statement, types of revenues and expenses, variable versus fixed costs, dilution, inventory costing and depreciation methods, cash flow statements overview, and basics of corporate income taxes.

Corporate Finance Global Overview

This module expands on the candidate's existing financial management experience. Topics include estimating cash flows, capital budgeting under uncertainty, raising debt and equity capital, financial restructuring, and financial risk management.

Investment and Portfolio Management

This module's primary focus is on security valuation and portfolio management. Including security pricing, measurement of risk and return, mean-variance portfolio analysis, capital asset pricing model, factor models, and arbitrage pricing models. Asset classes and portfolio strategies commonly used by global portfolio managers are also studied.

Financial Risk Management

This course exposes executives to the recent developments in the management of exposure to market risk, credit risk, operational risk, etc. Also, an introduction to the products used for risk management, including forwards, options, swaps, caps, collars, and floors.

International Economics and Financial Markets

A comprehensive study of international financial markets, currencies, and concerns. Topics include the nature of foreign exchange risk, determination of exchange rates, Global and Eurocurrency markets, international investments, and the use of futures and options contracts to hedge exchange rate risk.

Financial Analysis Professional Management

This executive training module covers the analysis and interpretation of financial data. Financial analysis makes extensive use of financial ratios so as to evaluate a corporation as an investment prospect and an input for equity valuation. Topics include a quick review of income balance sheets and statements and their use. This leads to a discussion of the ways in which these ratios are used in equity valuation. Participants are exposed to means of using financial ratios and market data to obtain estimates of the growth rates for corporate earnings and how these estimates can be improved upon with the aid of pro forma financial statements.

Day 1

Analysis of Financial Statements

Understanding the terms and steps associated with analyzing financial statements, including the income statement, the balance sheet and the cash flow statement. By the end of the course, students will have a better picture of what is required in analyzing financial statements and know how to explain their interpretations of the financial information. Financial analysis makes extensive use of financial ratios which are the main tools for evaluating corporate entities. Participants are exposed to techniques by which financial ratios are used to obtain estimates of the forecasted growth rates for corporate earnings and how these estimates can accurate with the aid of pro forma financial statements.

Day 2

Fundamentals of Equity Valuation

This course covers the various models available for equity valuation. Included are discussions of the dividend discount model, Porter analysis, DuPont decomposition of ROE, sustainable growth rates, and relative valuation. The major deliverable for this course is a comprehensive analysis of a public company, modeled after the well-known Merck case study. Also required is a complete analysis of a convertible bond.

Day 3

Portfolio Management Theory

The module focuses on the management of financial resources by individuals and institutions. A major goal of the course is to provide you with hands-on exposure to the process of portfolio management. To this end, we will discuss a number of portfolio exercises, which deal with "real world" problems. Topics to be covered in this course include: Modern Portfolio Theory, Active Portfolio Management, Behavioral Finance, Risk Management (Value at Risk), International Portfolio Management and Performance Evaluation.

Day 4

Technical Analysis for the Market Analyst

This module examines the basic beliefs of technical analysts, the history of technical analysis, the method of bar chart construction, and the fundamental principles of technical analysis as applied to these types of charts including support, resistance, trend lines, gaps of various sorts, price patterns, on balance volume, and simple moving average models. The goal is to give the candidate a foundation in the principles of technical analysis if that is all he or she needs, but also to set the stage for more advanced theory use in technical analysis. Topics covered would expose the candidate to: trend lines, stochastics, relative strength index, momentum, Bollinger Bands, moving averages, candlestick charts, put call ratios, on balance volume, and directional movement study.

Day 5

Global Economics and Financial Markets - Macro and Micro Graduate Overview

This module offers a basic overview of global financial institutions and markets. This section will examine the underlying economic processes and factors that drive the markets, such as capital formation, demand for credit, and funding issues. It also examines global regulatory structures governing the markets with emphasis on the role of the Federal Systems EU US and other. Discussion focuses on global banking systems; the disintermediation of U.S. commercial banks, exchanges, and other financial institutions; and the equity (common and preferred stock, IPOs), government bond, and foreign currency markets. The role of monetary and fiscal policies in efficient markets, including rational and adaptive expectations and equilibrium frameworks. The candidate would be exposed to macroeconomic determinants of exchange rates and interest rates and the development of economic growth theory with particular emphasis on the role of capital markets in the growth process.

Day 1

Introduction to Investment Strategy

The executive training module focuses on the theoretical basis of finance. Students learn the fundamentals of interest rates, present value, and portfolio theory and explore ways basic cash market instruments and derivative products affect investment return. Topics include inter-temporal choice, utility bond theory, the capital asset pricing model, and the dividend discount model. The mathematics of bond pricing and the components of return are highlighted along with the theories of the yield curve, separation theorem and Modigliani-Miller propositions.

Day 2

Equity and Securities Valuation

This executive training module covers the various models available for equity valuation. Included are discussions of the dividend discount model, (Michael) Porter analysis, ROE, sustainable growth rates, and relative valuation. Fundamental to this module is a comprehensive analysis of a public company, modeled after the well-known case study. Also required is a complete valuations analysis of specific types of bonds.

Day 3

Global Investment Strategy

This executive training module provides an integrated framework describing the investment process in global markets. We start with explanations of what affects the foreign exchange markets and the forecasting techniques to predict currency dynamics. This would include an overview of the benefits of international diversification, and studies in global equity markets, emerging markets stocks and bonds, and the global bond markets. The conclusion of the module includes building global portfolios including equities, fixed income instruments, alternative and emerging investments, and the currency hedges.

Day 4

Financial Statement and Security Analysis

This course develops financial analysis skills from the view of an outsider using a corporation's publicly available financial statements. Techniques such as common size statements, and ratio analysis. This module will discuss the adjustment of financial statements to reflect accounting choices, and forecasting future operating results by business segments. The student will also learn and work with alternative valuation models including the dividend discount model and the growth model to value a company.

Day 5

Derivatives and Risk Management

Exposes the candidate to Portfolio Management, securities selection and including the use of derivatives as a risk management technique. Risk Management allows portfolio managers to structure portfolios to achieve a specified level of risk and expected return.

Professional Knowledge Areas

The CTEP advisory board has determined that a competent personal trust professional's expertise includes the following knowledge areas:

Personal Financial Planning, Estates, and Risk Management

This executive training module exposes the candidate to advanced financial topics including wealth accumulation and distribution, asset transfer, tax planning, and retirement planning. A full discussion of insurance products including life, property, health disability, casualty and catastrophic coverage insurance. Last, techniques to transfer assets during a client's lifetime through planned gifts as well as after death through a will or testamentary trust.

Trust Management and Fiduciary Obligations

This executive training module covers the fundamental aspects of trust law & documents and their granted fiduciary powers, duties, and responsibilities within the scope of applicable law). The candidate should already understand basic fiduciary relationships and activities that are essential to traditional administration. Then, this module covers the trustee's responsibilities relative to investing trust assets such as specific securities laws, relevant ethical issues, and the prudent person & prudent investor rule

Taxation Module (Income, Gift and Estate Planning)

The candidate will be instructed on the Fundamentals of the Tax Code related to taxation of trusts, personal income and retirement assets. Discussion of trust taxes, the scope and requirements of gift taxes, estate taxes and generation skipping transfer taxes.

Trusts and Investment Management

A complete discussion of the fundamentals of client portfolio management and the economic markets including various types of investments (including securities instruments). The candidate will learn more about defining the types of investments used in trusts such as cash and liquid, fixed income, equity, mutual fund, and other. The latter part of this lecture will expand on the methods used to select and analyze stock and bond investments. Other topics include: The mechanics of portfolio management, economic influences regarding trust investments, including the Federal Reserve, business cycles, and economic indicators, and the legal considerations that affect decisions regarding trusts.

Day One

- Introduction and objectives of the course
- The need for cost control and cost management
- The use of cost information in pricing decisions
- Cost concepts
- General cost classifications
- Product costs vs period costs
- Cost behaviour - fixed, variable and mixed costs
- Direct and indirect costs
- Opportunity cost and sunk cost
- The relevant range concept
- Estimating costs and predicting cost behaviour: high-low method, regression analysis
- Summary
- Operating leverage and profit performance
- Sales mix considerations
- Variable vs Absorption costing
- Income comparisons
- Effect of changes in production on profit
- Cost of Quality (COQ)
- Summary

Day Two

- Job costing
- Direct materials
- Direct labour
- Manufacturing overhead
- Estimating predetermined overhead rates
- Job cost sheets
- Flow of costs within a job costing environment
- Process costing
- Similarities and differences to Job Costing
- Flow of costs within a process costing environment
- Equivalent units of production
- Preparing a production report
- Processes, activities, resource consumption and the firm value chain
- Summary

Day Three

- Cost Volume Profit (CVP) analysis
- Contribution margin concept
- Contribution margin ratio
- Break-even analysis
- Target profit calculations
- The margin of safety

Day Four

- Activity Based Costing (ABC)
- Comparisons with traditional costing
- Designing an ABC system
- The mechanics of ABC
- Budgeting
- Purpose and use of budgeting
- Approaches to budgeting: incremental vs zero-based budgeting
- Preparing a budget
- The master budget
- Sales budget
- Production budget
- Direct materials budget
- Direct labour budget
- Manufacturing overhead budget
- The cash budget
- Summary

Day Five

- Standard costing
- What is it?
- Setting standards
- Types of variances
- Variance analysis
- Target costing and reverse engineering
- The Balanced Scorecard and Performance Measurement
- Strategy and the Balanced Scorecard
- The four firm dimensions
- Costing human capital
- Summary and close of course

Day 1 Deriving Cash Flow - The Importance Of Cash

- Accounting profit v cash
- Income v expense
- Profit manipulation
- International accounting issues
- Constructing Financial Statements
- Cash flow statements
- Constructing a basic set of financial statements
- Emphasising financial integration and the need for cash flow disclosures

Case study - Tesco plc

Cash Flow Derivation

- Cash flow statements
- Deriving cash flow
- Direct approach cash flow preparation
- Cash from customers
- Cash paid to suppliers
- Other operating cash flows
- Indirect approach: cash flow preparation
- Operating activities
- Investing activities
- Financing activities

Case study - Tesco plc

International Cash Flow Issues

- Cash flow statements (continued)
- Reconciliation from net income v EBIT
- US v IAS v UK
- Converting UK to US / US to UK
- Generating comparable cash flows

Day 2 Analysing The Cash Flow Statement

- Profit quality
- EBITDA
- EBITDA convertibility
- Cash from operations
- Free cash flow (pre & post capex)
- Maintenance capex
- Investment capex
- Cash based interest cover
- Marginal gearing proportion

Case study - Tesco plc

Analysing A Live

Company

- Applying the analysis to Safeway plc
- ### Case study - Safeway plc

Cash Based Ratio Analysis

- Cash gearing ratios
- Cash flow to interest expense
- Cash flow coverage of fixed financial cost coverage
- Cash flow to long term debt
- Cash flow ratio analysis
- Liquidity, solvency and financial adaptability
- Current ratio
- Quick ratio
- Cash ratio
- Cash burn and cash crunch
- Working capital management
- Inventory days / inventory turnover
- Receivable days / receivable turnover
- Payable days / payable turnover
- Cash operating cycle
- Applying the analysis to Safeway plc

Case study - Safeway plc

Manipulating Cash Flow Disclosures

- Cash flow manipulation
- Manipulating cash flow classifications
- Leasing
- Capitalisation of costs
- Joint venture and associates

Case study - Tesco plc

Day 3 Managing Working Capital I

- Managing working capital
- Invoice discounting v debt factoring
- To discount or not?
- Discounting calculations

Case Study / Exercises:

Managing Working Capital II

- Economic order quantity - stock control
- Miller-Orr and Baumol models
- Sweeping
- Types of cash sweep
- Zero balance pooling
- Notional pooling
- Why sweep

Case Study / Exercises

Managing Cash Finance

- Managing capital structure to maximise cash
- Cash implications of debt v equity
- Theories of gearing
- Traditional theories
- M&M 1958 (no taxes)
- M&M 1963 (taxes)
- Financial leverage
- Operating leverage

Case study / Exercises

Developing Cash Budgets

- Cash budgeting
- Methods of budget preparation
- Functional cash budgeting
- Master cash budgets
- Putting a full cash budget together

Case study / Exercises

Day 4

Managing Cash Flow

- Cash efficient debt instruments
- Vanilla debt
- Amortising loans
- Zeros and discounted debt instruments
- Revenue bonds
- Interest rate risks
- Using interest rate swaps to manage cash interest obligations
- Cash flow volatility

Case Study / Exercises

Managing Foreign Currency Cash Flow Risk

- Managing foreign currency cash flow risks
- Transaction risk
- Translation risk
- Economic risk
- Managing risks using derivatives
- Foreign currency accounts
- Forward contracts
- Futures
- Options
- Currency swaps

Case Study / Exercises

Accounting For Derivatives

- Accounting impact of using derivatives (IAS 39)
- New rules on accounting for derivatives
- Financial assets and liabilities
- Held to maturity financial assets
- Available for sale financial assets
- Trading financial assets
- Fair value accounting
- Accounting for derivatives, using interest rate swaps as the vehicle

Case Study / Exercises

Introduction To Discounting

- The time value of money
- Discount factors and discount rates
- Annuities
- Perpetuities
- Risk v return

Day 5

Capital Budgeting

- Elements of discounting
- Weighted average cost of capital
- Cost of new equity
- Cost of internal equity
- Cost of debt
- Market v book values
- Capital asset pricing model
- Risk free rates
- Market risk premiums
- Betas

Case Study / Exercises

Cash Flow Appraisal Techniques I

- Cash flow appraisal techniques
- 7 drivers of cash flow
- Sales growth rates
- EBIT margins
- Working capital to sales ratio
- Capex to sales ratio
- Competitive advantage period
- Tax rates, WACC
- Relevant cash flows
- Sunk costs,
- Opportunity costs
- Payback periods
- Discounted payback periods

Case Study / Exercises

Cash Flow Appraisal Techniques II

- Cash flow appraisal techniques
 - Discounted cash flow
 - Net present values
 - Cash flow return on investment
 - Discounted economic profit
 - Adjusted present value
 - Internal rates of return
 - Critical sensitivities
- ### Case study / Exercises

Valuing a Company

- Using the financial statements of Tesco plc and associated equity research delegates will attempt to place a valuation on the company

Day1

The Accounting Process - From Transactions To Financial Information

- The accounting records
- Income vs expenditure
- Assets vs liabilities
- The basic interaction between the financial statements
- The world of accounting (brief overview)
- Capital vs revenue expenditure
- Other terminology and jargon

Case study - Tesco plc

An Applied Review Of A Set Of Financial Statements Which Will Develop Key Accounting Concepts And Balances

Balance Sheet

- Intangible assets
- Tangible assets
- Current assets
- Prepayments
- Cash
- Provisions
- Accruals
- Liabilities
- Share capital and reserves

Profit And Loss Account vs Balance Sheet

- The categorisations within
 - The inter-relationship
 - Depreciation
 - Taxation
 - Revenue recognition
- Case Study: Tesco plc - Navigating Around An Annual Report

The Annual Financial Statements

- Why they are produced
- Contents
- What to look for
- What they don't show

Day 2

The Accounting Rule Book

- Why?
- Accruals
- Prudence
- Substance
- True and fair
- Materiality

The Driving Force Behind Financial Information

The Users Of Financial Information And Their Different Needs

Meeting Those Needs

- The role of the finance function
- Different types of accountants
- Financial accounting vs management accounting

The Mechanics Of Financial Statement Preparation

Double Entry Bookkeeping

- Basic entries
- Trial balance
- Extracting basic financial statements
€Group Exercise I
- Constructing a set of financial statements
€Group Exercise II
- Constructing a set of financial statements
Analysis Of The Financial Statements - applied to the previous group exercise

Analysis Of The Profit And Loss Account

- Profit margins
- Return on capital employed
- Asset turnover
- EBITDA
- Interest cover
- EPS (basic)
- Dividend per share (basic)

Analysis Of The Balance Sheet

- Liquidity
- Gearing
- Working capital

Day 3

Calculating And Analysing Ratios For Tesco plc

The Cash Flow Statement

Double Entry Bookkeeping

- Cash flow and cash management
- Cash vs profit
- Cash flow statements - the relationship with other financial information
- *€Group Exercise:*
Analysing Accounts To Identify Cash
- Movements

Deriving A Cash Flow Statement

- Reconciling profit to cash flow
 - Constructing a cash flow statement
- Group Exercise:**
Producing Basic Cash Flow Statements

Analysing A Cash Flow Statement

- Working capital management
 - EBITDA convertibility
 - Cash based interest cover
 - Free cash flow - what is it and how can we use it?
- Group Exercise:**
Analysing Basic Cash Flow Statements

Day 4

Group Exercise:

- Analysing The Tesco plc Cash Flow Statement
- Examining Accounting Problem Areas
- Investigating Problematic Areas Of The Financial Statements
 - Provisions
 - Leasing

Group Exercise:

Leasing

- Capitalisation of interest
- Capital and reserves
- Capital maintenance
- Net debt

Introduction To Management Accounting Costing - Essential Tools For Effective Management

- Direct vs indirect costs
- Labour cost and learning curves (how to calculate a learning effect)
- Fixed vs variable costs
- Overheads
- Allocation, apportionment and absorption

Group Exercise:

Overhead Allocation

- Break even analysis
- Ensuring fixed costs are covered

Planning And Budgetary Control

- Financial vs management accounting
- Expectations of management accounting and what can be done to improve the information flow
- Purposes of budgets
- The links with the strategic plan and culture
- Budgets as motivators
- Types of budgets (eg. zero / priority based budgets)
- Methods of budget preparation and the budget cycle
- Post-budgeting review
- Variance analysis, how and why it is performed

Day 5

Project Appraisal - The Investment Decision

- Return on capital employed
- Why it's used, what it tells us and it's limitations
- Payback period and short-termism
- Discounted cash flows (DCF), net present value (NPV) & internal rate of return (IRR)

Group Exercise:

Investment Appraisal And Maximising Gains

- The cost of capital
- Weighted average cost of capital
- Managing capital structure

Introduction To Company Valuation

Company Valuation

- Why value a company?
- What drives value?
- How to value a company - two main methods
- Comparable companies
- Discounted cash flow valuation
- Basic CAPM

Case study - Valuing Tesco plc

Review Of The Last Five Days And Open Discussion
Close Of Course

Review Of The Fundamentals: Profit And Loss, Balance Sheet, Cash Flow

- Framework and regulations within both financial and management accounts
- Generally accepted accounting practice and the mindset of scorekeepers

Basic Business Economics Revisited

- Cash flow versus profitability
- Fixed, variable, direct and indirect costs Break-even analysis - historic and predictive

Market Economics

- Impact of economics on financial markets
- Understanding impact of economic statements
- Understanding effects of political events on markets

Review Of Relative Financial Performance

- Examination of up-to-date comparative financial performance studies, surveys
- Comparison of financial statements - profit and loss, balance sheet and cash flow
- What financial indicators to look for in customers, and how to manage problems identified

Review Of Current Financial Issues

- The financial issues and dynamics underlying the selling of various services
- Managing the eternal triangle of price, volume and market share
- Pricing and costing - setting selling price, estimating volumes, coping with price sensitivity and elasticity of demand

Financial Analysis And Evaluation - Business Planning, Budgeting And Financial Reports

- Overview of environmental analysis, competitor analysis and strategy development
- An examination of budgets as a breakdown of the strategic plan into manageable interactive activities
- Their use, content and role as part of the planning and control process
- Review of financial reports as a reflection of the planning and control process

Financial Analysis And Evaluation - Cost Planning And Management

- Traditional analysis of cost structure into fixed and variable cost and the significance of this classification in planning
- The role and limitations of contribution and break-even analysis in short term planning and decision making

Financial Analysis And Evaluation - Cost Planning And Management (Total Costing)

- Examination of standard versus activity based costing and the implications for planning and decision making
- Understanding the implications of casual analysis of cost and identification of cost drivers to cost planning and management

Cash And Treasury Management

- What determines corporate structure and how it links to financial structures
- Role, function and activities of treasury functions
- Cash flow problems
- Practical tips for better cash flow management
- Cash management within profit, cost and investment centered organisations
- Pros, cons and pitfalls for the unwary
- Dealing with the shifting emphasis from an income to a cash measured business
- Within joint ventures managers are required to control cash as well as income issues
- Need to establish what the cash/working capital situation would be if a joint venture was a new entity rather than a carry over from both parents
- How to manage the critical topics of cash and working capital
- Advantages and disadvantages of managing a business entirely on income results
- Advantages and disadvantages of managing entirely on cash and the strategic impact if this is not managed correctly

Budgeting

The traditional approach of rigid annual budgets, standard costs and corresponding variance analysis versus the modern approach of rolling forecasts linked to continuously updated standard costs; what are other businesses doing at the "cutting edge" of budgeting?

- Links from budgeting to cash flow forecasting, project appraisal and management information
- What is the impact on a marketing plan if cash and income focuses are not correctly balanced
- What directors need to consider and do differently when managing a business that focuses on cash flow rather than just income
- Projecting cash requirements

Other Performance Indicators

A formalised approach to improving management information, the current shift from the traditional P&L with cost and variance analysis to specifically formulated and targeted information; how to create your own specific KPIs, selective/segmented and non-financial performance indicators.

- Towards a more "Balanced Scorecard" approach of holistic management information

Business Finance

- Business vehicles
- Financing Needs and Techniques
- Debt and Equity finance
- Accessing Stock Markets

Managing and Marketing Financial Services and Products

- Managing professional staff
- Organisational issues and strategies
- Marketing and brand issues
- Business development
- Understanding individual client needs

Day 1

The changing marketing environment for banks

- Impact of globalisation and changing banking industry paradigms
- Changing customers; changing customer wants, needs and behaviours
- Decreasing customer loyalty and the impacts on bank marketing
- The blurring lines of banks and other financial services

The role of Marketing

- The role of marketing strategy in corporate strategy
- The value concept in banking - customer value for banks and creating value for customers
- Value creation as a sustainable competitive advantage for banks

Day 2

Consumer behaviour and its impact on bank marketing

- Understanding the behavioural drivers for retail customers (individuals and small businesses) and private banking clients
- Understanding the behavioural drivers of institutions and business to business banking
- Marketing research and how it helps marketers make decisions
- Segmentation, Targeting and Positioning - how banks find, target and develop relationships with valuable segments in the banking market
- Segmenting and positioning in retail banking markets
- Segmenting and positioning in institutional banking market

Day 3

Developing new banking products and services

- Understanding banking products and what they do for customers
- Product development and product portfolio management
- Services marketing and how services require different strategies
- The vital role of brand and brand management
- Brand as the key differentiator - establishing, positioning and sustaining brand equity and loyalty

Pricing strategies

- Managing the price - volume - profit equation
 - Customer understandings of price and how they can be managed
 - Competing effectively on price and how to avoid price wars
- Case Studies: Commonwealth Bank, Barclays Bank and First Chicago Bank

Day 4

Promotion and Communication

- The role of Integrated Marketing Communications
- The characteristics of effective communications
- Elements of an effective communication mix
- Planning marketing communications campaigns

Place or distribution channels

- Competing on convenience and accessibility
- Developing channel strategies
- Channels as a differentiator
- The importance of integrating channel with other marketing strategy
- The role of on-line channels for promotion, relationship and fulfilment

Day 5

Relationship Marketing and Customer Relationship Management

- The importance of relationships for customers
- The importance of relationships for banks
- Components of an effective relationship
- Creating and sustaining relationship strategies

Marketing strategy development, planning and implementation

- Components of an effective marketing plan
- Processes that produce successful plans
- Using analysis to establish marketing objectives and strategies
- Implementing and monitoring the plan to maximise outc

Management Consulting Strategic Planning

Day 1

THE STRATEGIC MANAGEMENT PROCESS

- Understanding strategy and its role in modern organisations
- Analysing strategic trends and strategic drivers in the business environment
- Developing a strategic vision and mission
- Setting objectives
- Developing strategies that achieve the objectives
- Effective implementation and execution
- Evaluation, monitoring and correction
- Managing change

Day 2

ANALYSING THE ORGANISATION'S COMPETITIVE ENVIRONMENT

- Identifying strategic spaces and strategic gaps
- Understanding and analysing critical macro and micro-environmental forces
- Competing in stable environments
- Competing in turbulent environments
- Competing in global markets
- Analysing and prioritising strategic issues
- Identifying opportunities and threats
- Developing strategic futures and scenarios

Day 3

STRATEGIC CAPACITY BUILDING

- Understanding and building strategic and competitive advantage
- Analysing the strategic competences of the organisation
- Identifying and developing strategic resources and capabilities
- Identifying strategic strengths and weaknesses
- Recognising the relationship between strategy & structure
- The impact of decision and reward systems
- Evaluating technology and innovation systems

Day 4

DEVELOPING EFFECTIVE INNOVATION & TECHNOLOGY STRATEGIES

- Understanding the strategic role of technology
- Incorporating technology into strategic thinking and planning
- Recognising the changing role of technology strategy over time
- Models of the innovation process
- Identifying and stimulating innovation
- Evaluating and implementing innovation
- Developing and managing new products and services
- Knowledge as a competitive driver

Day 5

COMMUNICATION, IMPLEMENTING AND LEADING THE STRATEGIES

- Capturing and communicating the strategies
- The importance of strategic leadership
- Managing and leading change
- Stimulating and responding to feedback
- The implementation process
- The reasons plans fail and how to avoid them

Management Consulting Strategic Planning

Introduction

'If you don't know where you are going then any direction will get you there!' So goes the old proverb. Unfortunately for many managers and organisations this continues to be the story of their approach to planning and strategic decision making. But in an increasingly competitive and turbulent world and business environment this is no longer enough, and effective strategic managers need to take control. Too often the decisions are made without a clear understanding of what is impacting on the business, what is likely to impact on it and what focus and future outcomes the stakeholders of the business are expecting.

So an essential skill for today's business leaders is the ability to identify a successful plausible future for the organisation, define a path to get there, acquire the necessary resources and then motivate and lead their people to get there. And two key, if not essential ingredients, to the success of a modern organisation are the ability of a strategic manager to analyse and interpret the forces of the operating environments, and the capacity to define outcomes (objectives) and strategies. This seminar will focus on developing strategic thinking and planning skills and incorporating the critical strategic analysis and interpretation skills and strategy development tools and techniques to define and lead a strategic pathway to success.

Key Benefits

This intensive five day seminar will carefully consider how to:

- Generate strategic possibilities for the organisation
- Create enduring strategic and competitive advantage
- Identify, analyse and interpret key strategic trends in the organisation's operating environments
- Understand strategic positioning
- Identify strategic priorities
- Develop and lead properly reasoned strategic responses
- Manage pathways to business success

Course Objectives

- To identify the difference between strategic thinking and strategic planning
- To apply strategic analysis to the organisation's operating environments
- To apply a model for developing possible strategic futures for the organisation
- To apply the strategic management process to generate effective strategies and action plans
- To understand the nature of strategic or competitive advantage
- To generate and communicate strategic directions, outcomes and plans
- To understand how to effectively manage change and show strategic leadership

Strategic Thinking & Planning

ORGANISATIONAL IMPACT

In an increasingly uncertain and turbulent business world, organisations and the staff that work for them need clearly defined direction, goals and a pathway for achieving these goals. Organisations need a competitive edge and need differential competitive products, processes and people to give them that edge. Without this they are like boats without a rudder, drifting whichever way the current of events take them. To make this happen needs the leadership of high-performing and highly skilled managers who understand and can develop effective and efficient strategic directions enabled by sound and differentiated strategy.

PERSONAL IMPACT

Each participant will develop a clear understanding of how to create effective strategies, build competitive advantage and enable these through intelligent use of strategy. You will leave knowing how to develop a strategic plan and deploy the resources needed to achieve your corporate and business unit goals. You will leave being able to make a real strategic difference.

COMPETENCIES ADDRESSED IN THE SEMI

- Strategic analysis
- Strategic planning
- Strategic leadership
- Change management
- Communicating strategy

WHO SHOULD ATTEND?

This seminar is designed for managers in all industries who are involved with the strategic planning, management and leadership process for their unit or the whole organization including strategic analysis, strategy design, communicating, implementing, leading and managing strategic change.

Day 1

THE STRATEGIC MANAGEMENT PROCESS

- Understanding strategy and its role in modern organisations
- Analysing strategic trends and strategic drivers in the business environment
- Developing a strategic vision and mission
- Setting objectives
- Developing strategies that achieve the objectives
- Effective implementation and execution
- Evaluation, monitoring and correction
- Managing change

Day 2

ANALYSING THE ORGANISATION'S COMPETITIVE ENVIRONMENT

- Identifying strategic spaces and strategic gaps
- Understanding and analysing critical macro and micro-environmental forces
- Competing in stable environments
- Competing in turbulent environments
- Competing in global markets
- Analysing and prioritising strategic issues
- Identifying opportunities and threats
- Developing strategic futures and scenarios

Day 3

SETTING OBJECTIVES AND DEVELOPING STRATEGIES

- Interpreting corporate objectives, visions and mission and environmental analyses to generate objectives
- Translating strengths & weaknesses into strategies
- Developing and enhancing competitive advantage
- Balancing long and short term strategic priorities and demands
- Structuring for strategic success
- The importance of decision and reward systems
- Developing realistic Action Plans

Day 4

EFFECTIVE IMPLEMENTATION - MEASUREMENT, REVIEW AND CORRECTION

- Identifying and monitoring the right strategic key performance indicators
- Monitoring and reviewing the strategic actions and outcomes
- The importance of strategic assumptions - and how to monitor and adjust the plan to cope with change
- Exploiting success and coping with set-backs
- Evaluating and developing strategic technology and systems

Day 5

COMMUNICATING AND LEADING THE STRATEGIES

- Capturing and communicating the strategies
- The importance of strategic leadership
- Managing and leading change
- Stimulating and responding to feedback
- The implementation process
- The reasons plans fail and how to avoid them



GAFM™ Approves Special In-House and Corporate Certification and Professional Designation Programs

Our Globally Recognized Certification Body has global training partners who can provide you and your Team with top Certifications, Executive Training, Professional Development, and Certified Trainers.

Specialist In-House Programs

Advanced Wealth Management Development Program

(Advanced Credential in Wealth Management)

GAFM and our partners have expertise in delivering training publicly and in-house in a variety of areas across the banking and finance spectrum. The three key areas of training in this specialist Banking program are:

- Frontline Customer Service Staff
- Relationship, Financial Planning and Wealth Management Specialist, and
- Senior Wealth Managers, Team Leaders, Private Banking specialists

This is focused on offering accredited training programs, technical finance competence and best-practice customer response training. Certification and accreditation will be provided according to the three defined competency levels under the Global Academy of Finance & Management's Advanced Wealth Management Development Program. The three levels of training are as follows:

Level 1 - Branch and Front-Line Staff

Duration: 35-40 hours (conducted over 5 days)

Suggested Content:

- Intro to WM
- Basic Relationship Selling
- Lead Generation Activity
- Product Introduction (Features & Benefits)
 - Traditional Bank Products
 - Mutual Funds
 - Life Insurance
 - Health Insurance
 - General Insurance
 - Structured Savings Plans/Trusts
 - Equities

Certification: **Registered Financial Specialist (RFS)**

Level 2 - Relationship Managers and Senior WM Operational Staff

Duration: 35-40 hours (conducted over 5 days) and 2*4 hours (follow-up half-days)

Suggested Content:

- Advanced financial planning concepts & models
- Advanced Relationship Selling, etc
- Detailed WM solution product structure

including:

- Mutual Funds
- Term Life, Annuity and other Life Products
- Other protection products
- Structured Savings Plans including Funds
- Equities, Bonds

Certification: **Chartered Wealth Manager (CWM)**

Level 3: WM Sales Team Leaders and Key

Duration: 35-40 hours (conducted over 5 days) * 2 = 80 Hours Total (Total of 10 training days in two separate 5 day courses)

Pre-Req: CWM entry requirement or 10 years Banking/Finance experience

Content:

Week 1 -

- Advanced Sales and Marketing Concepts,
- Advanced Sales Team Leading/Management,
- Solutions Building & Problem Solving Through Financial Products
- Selling Plans, and
- Setting KPI's, Incentivisation and Team Performance Management

Week 2 -

- Managing Wealth of SHNWI,
- Managing and Constructing Large-Scale Portfolios,
- Managing Inherited Wealth,
- Capital Markets Structure, etc

Certification: **Master Wealth Manager (MWM)**

Notes:

The MWM qualification is the highest qualification in the Wealth Management specialty offered by the GAFM. This qualification is awarded only to those who have reached the highest global standard in wealth management and private banking client and opportunity management.

Prior to implementing the "in-house customized program" for CWM and MWM, program design is required, which includes incorporating existing leads generation and sales processes into the training program. We anticipate 15 man days to do this.

GAFM™ RSOF™ Royal Society Alliance

GAFM has an Exclusive Alliance with the Royal Society of Fellows, RSOF. The RSOF is an elite group of over 1000 finance, economics, and legal experts from around the world. All RSOF members are members of the GAFM. The RSOF and GAFM are working together on conferences, journals, law review publications, wealth management seminars, and globalization. The RSOF and GAFM alliance is distinctly qualified to assist China in the WTO transitions.

US Law Schools Alliance

GAFM has an Alliance with Select Law and Business Programs www.LLMPROGRAM.org

GAFM™ Arab League AABFS and UAE Government

GAFM has an Alliance with the UAE & Dubai Securities Commodities Authority. Joint education programs can be offered for various certifications in conjunction with the government and the Arab Academy.

GAFM™ Quality, Value, and Price Mix

GAFM is working with academic and governmental officials worldwide to offer quality training, offer localized courses along with a reasonable price structure. All other organizations are not as flexible as GAFM with regard to building this relationship.

GAFM™ Collaborating with 800 Universities Worldwide

Over 800 ACBSP and AACSB™ Accredited Business Schools who offer GAFM Approved Education in Finance Worldwide. "The ACBSP and the AACSB™ are the World's Highest International Accreditation Authority for the best Business Schools." The GAFM Board of Standards has approved over 1000 business school financial majors as Model Curriculums.

Under the global mutual recognition program, any graduate completing the exams and degrees from an accredited business school with a major or concentration in the relevant field would be eligible for a specific Designation

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