

Open-portfolio
programmes
2010

QFBA

The logo for QFBA features the letters 'QFBA' in a white, sans-serif font. A thick, orange, curved line starts under the 'Q', dips down, and then rises to underline the 'A'.

Our open-portfolio programmes are designed around the critical issues facing the business environment today and into the future – these programmes address the challenges and opportunities for professionals working in emerging and developed economies. All of our programmes are developed to internationally-recognised academic standards.

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Open-portfolio programmes 2010

Banking

General banking knowledge

4 days

Designed to introduce new entrants to the work place by covering the essential principles, concepts and operations of banking. This programme explores:

- the impact of banking on the economy as well as trends on how banks operate as businesses today
- the ethical standards expected of financial services professionals, providing general guidelines that determine banking ethics, while helping you to acquire the skills needed to make ethical decisions in line with your organisation's code of conduct
- the products and services offered by banks to meet the needs of consumers and small businesses

Certification by American Bankers Association (ABA)*

| | |
|---------------|---------|
| Programme fee | \$2,350 |
|---------------|---------|

Banking sales and marketing

5 days

In today's competitive marketplace, attracting and retaining clients is essential. Are you getting the most out of your client base and do your clients have a sense of loyalty towards you?

This programme explores:

- the logical steps for selling deposit products effectively
- the skills needed to identify sales and referral opportunities
- the relationship selling process and the skills and techniques that support a customer needs-focused sales approach
- the fundamental skills and techniques for using the telephone in the bank environment

Certification by American Bankers Association (ABA)*

| | |
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| Programme fee | \$2,950 |
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Customer relationships

5 days

Designed to help build your skills in maintaining a healthy and mutually beneficial relationship with your customers in order to gain business success.

This programme explores:

- the ten basic customer service skills that clients expect from any business interaction – internal and external
- how to build and retain customers by using forms in the sales portfolio and applying other organisational principles
- how to deal effectively with co-workers

Certification by American Bankers Association (ABA)*

| | |
|---------------|---------|
| Programme fee | \$2,950 |
|---------------|---------|

*Only upon completion of the above three individual independent programmes will a participant gain an ABA Certification.

Open-portfolio programmes 2010

Branch manager diploma

19 days

Designed to prepare you to manage a bank branch by covering banking essentials.

The programme consists of 5 individual non-consecutive modules spread over 4 weeks:

- 1 General banking** 5 days
 - principles of banking
 - ethical issues for bankers
 - banking today
 - analysing branch performance
 - writing bank correspondence
- 2 Branch management skills** 5 days
 - managing change
 - managing time at work
 - coaching for success
 - corrective actions
 - hiring the best
 - managing employees relations
 - performance management
 - reward and recognition
- 3 Sales and marketing techniques** 5 days
 - presentation skills
 - introduction to relationship sales
 - successful sales campaign
 - sales coaching in the bank
 - effective referrals
 - marketing strategies for banks
 - building and retaining customer relationships
- 4 Small and medium enterprises (SME)** 2 days
 - calling on SME customers
 - fundamentals of small business banking
 - servicing and growing SME relationships
- 5 Credit products** 2 days
 - fundamentals of mortgage lending
 - fundamentals of consumer lending

Certification by American Bankers Association (ABA)

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|---------------|----------------------------|
| Programme fee | \$11,210 for all 5 modules |
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Capital markets and asset management

Trading day

1 day

This short programme is designed for those with little or no knowledge of share trading who are interested in understanding how it's done. It will give you the opportunity to trade and to experience the pressures of a live trading floor environment.

The day will cover the basics of trading including market making, short selling and position management.

All learning will take place in the QFBA/ICMA simulated dealing room.

Certification by ICMA Centre

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| Programme fee | \$870 |
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Equity dealing certificate

5 days

Designed to combine market practice and hands on trading to immerse you in the world of dealing. This programme will cover:

- how equity markets work and how to trade in those markets
- equity market making, short selling, stock borrowing, the use of technical and fundamental analysis, different equity market structures and position management
- following the markets in real time using Thomson Reuters 3000 Xtra Kobra

All learning will take place in the QFBA/ICMA simulated dealing room.

Certification by ICMA Centre

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| Programme fee | \$4,350 |
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Securities operations foundation

5 days

Designed to provide new entrants to the operational side of the securities industry with a thorough knowledge of the life cycle of a securities transaction and an understanding of the various processes that result in a transaction being settled and the securities either going into or being taken out of custody.

Certification by ICMA Centre

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| Programme fee | \$4,350 |
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Commodities and commodity trading

3 days

Designed to provide you with an introduction to commodities and their trading. This programme covers:

- the nature of each commodity
- the structure of the physical market, the associated price drivers as well as recent developments
- energy related commodities: oil, gas and electricity and other agricultural and metal-based commodities

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$2,610 |
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Investing on the stock exchange

1.5 days

Designed for anyone who is interested in the stock exchange and investment. This programme explores:

- how the stock exchange works
- how to operate through a broker, what the key concepts behind price fluctuations are, how to get and interpret information, and how to implement simple investment strategies

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$1,305 |
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Introduction to financial risk management

2 days

Designed to provide you with a sound understanding of financial risks and the methods commonly used to control them. This programme explores:

- the major categories of risk: market risk, credit risk, operational risk, and liquidity risk as well as the local and international regulatory structures associated with them
- managing risk through governance, using a non-mathematical approach
- mark-to-market and value at risk with case studies

Certification by NYSE Euronext and ICMA Centre

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|---------------|---------|
| Programme fee | \$1,740 |
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Financial regulation and compliance

2 days

Designed to present an up-to-date overview of the regulation applicable to financial activities, both international and local. The focus of this programme is on the appropriate methods and processes used to comply with these regulations. This programme will also explore:

- market abuse and insider information, risk assessment, anti-money laundering (AML), conflicts of interest, market surveillance and the structure of the compliance department.
- contemporary case studies using examples from the current financial crisis and well-publicised frauds to demonstrate the importance of complying with global regulatory standards

Certification by NYSE Euronext and ICMA Centre

| | |
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| Programme fee | \$1,740 |
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Investor relations

1 day

Designed to provide you with an introduction and orientation on what knowledge, abilities, and characteristics are required for the successful investors relations professional. This programme focusses on:

- the effective creation of dialogue between companies and their investor constituents, and the communication skills needed to deal with investor community
- the gathering of financial and industry information for development of corporate messaging and planning the development of long-term relationships with key investor constituents
- the legal and regulatory framework

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$870 |
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Corporate governance

1 day

Designed to introduce you to the concept of corporate governance, how governance varies around the world and explores the potential and actual relationships between corporate governance and performance.

This programme will enable you to appreciate the legislative and regulatory approaches to governance, compare governance regimes around the world, understand how merger activity affects corporate governance, and understand the issues involved in testing the relationship between governance and performance.

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$870 |
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Capital markets and asset management

Supervision of financial markets

3 days

This programme focuses on how regulators around the world supervise financial activities in practice and how local regulators can do the same in the new regulatory environment in Qatar. Particular attention will be given to electronic supervision tools developed and/or used by regulators in order to deal with inside trading, front running, price manipulation and other offenses.

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$2,610 |
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Introduction to equities and their valuation

3 days

Designed for anyone who is interested in acquiring knowledge on equities as traded on the Stock Exchange. This programme will cover:

- the organisation of equities markets, the various types of equity, corporate actions and their consequences in terms of stock price and the investors' view of the new issue process
- the main principles and methods of stock valuation and risk/performance assessment

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$2,610 |
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Fundamentals of market indices

1 day

Designed to provide you with an overview of the index industry worldwide and the types of index and their use by financial market participants. This programme will explore:

- the range of tradable products based on indices, as well as basic index trading strategies
- the uses of indices as statistical measure and as benchmarks for portfolio performance analysis
- the various issues involved in the construction of indices. Details of local indices, such as the DSM 20, will be discussed

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$870 |
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Introduction to debt instruments

3 days

Designed to familiarise you with Bonds and other fixed income products. This programme explores:

- the need for these instruments and the differences between sovereign and corporate bond issues
- the issue process for bonds and the ways on which these instruments can be traded, on the exchange and over the counter
- the basis of bond valuation and the calculation of prices and yields
- the yield curve and the principles of interest rate immunisation
- the comparison of Bonds and Sukuk structures, using recent market examples

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$2,610 |
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Fundamentals of Exchange Traded Funds (ETFs)

2 days

Designed to introduce you to Exchange Traded Funds (ETFs), and to discover their role in the world of investing today. This programme will cover:

- the basic mechanisms of ETF creation, together with the role of each type of market participant
- the illustration of simple strategies, with a focus on taking directional view on the market and using ETFs to hedge a cash position

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$1,740 |
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Short selling and margin trading

1 day

Designed to provide you with the knowledge about short selling and margin trading on the secondary market. This programme covers:

- the basic concepts, definition, use, major players, and regulations in the area of short selling
- the mechanics of margin trading: opening the account with the broker, initial margin, margin calls, and the concept of marking to market

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$870 |
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Trading index products

2.5 days

Designed to cover the fundamentals of the trading of indices through index-based investment vehicles, such as ETFs, futures and options. This programme will explore:

- the mechanisms of these vehicles and will focus on their relationship with the underlying index
- trading strategies such as portfolio insurance, arbitrage, core-satellite allocation, with analysis and comparisons to the other index tradable products

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$2,175 |
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Market making, lending and borrowing

1 day

Designed to provide you with an introductory overview of securities lending and borrowing. The programme covers:

- the different L & B markets with their specific processes, opportunities, and risks
- the motivations of different players in the market and the different circumstances in which institutions lend or borrow securities, with the various risks involved in this activity and how to cope with them
- what market making is, how it is integrated into the trading platform, what the risks are and how market makers can cover them
- how the requirements for successful operations are presented, not only from the regulatory point of view, but also from the operating and P/L point of view (risk management system, profitability)
- the explanation of automatic market making

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$870 |
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Capital markets and asset management

Strategies with Exchange Traded Funds (ETFs)

2.5 days

This programme is based on the "Introduction to Exchange Traded Funds" programme and is designed to provide you with a deeper understanding of some traditional investment strategies using ETFs. The strategies covered will include:

- core-satellite, sector strategies, ETF overlay on pure alpha portfolios, ETFs in long/short portfolios using detailed real-life case studies

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$2,175 |
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Introduction to on-exchange derivatives

2 days

Designed to provide you with an overview of the derivative instruments available in the region, with a particular focus on those traded on the Qatar Exchange. This programme will explore:

- the different derivatives, their principal uses, and the types of participants found in these markets
- the practical issues involved in trading derivatives on an exchange with an emphasis on contract specifications, exchange organisation, clearing and settlement, margin arrangements, and dealing with expiration and delivery (cash or physical)

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$1,740 |
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Futures and forwards contracts

1 day

Designed to provide you with an introduction to futures and forwards contracts. This programme will cover:

- the history of these products and the differences between them
- the pricing of forwards and futures contracts using case studies to examine their real world use for trading and hedging

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$870 |
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Basics options trading

2 days

Designed to provide you with an understanding of the six basic positions that can be created (by buying and selling futures contracts and options). This programme will explore:

- how to calculate the P&Ls of different combinations of these positions and to depict these in pay-off diagrams, and how these positions can be combined to build more complex strategies
- the principles of hedging and arbitrage by undertaking simple trades simulations in the ICMA Centre/QFBA dealing room

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$1,740 |
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Elementary valuation

2 days

Designed to examine the concepts and practice used to value derivatives. On accomplishment of this programme, you will be able to:

- derive the price and the hedging parameters for equity-based futures and options
- understand historical and implied volatility, and how to use it to implement strategies.
- understand binomial option pricing models as well as the classic Black-Scholes formula.

All learning will include hands on practical valuation and option analysis exercises which will take place in the ICMA Centre/QFBA dealing room.

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$1,740 |
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Position management

3 days

Designed for derivatives professionals (market makers, brokers, asset managers). This programme will explore:

- the implementation and follow-up of various strategies combining derivatives and underlying assets
- the differences between managing an investor's book and a market-maker's book
- trading strategies, hedging strategies and arbitrage strategies reinforced with practical hands on exercises using a derivatives analysis package
- the valuation of the portfolios, risk assessment and position follow up with an emphasis on alternative instruments (taking into consideration factors such as liquidity, fair pricing, delta-incidence, etc.)
- related topics such as lending and borrowing, and factoring such costs into the overall position P&L analysis

Position management continued

- how to trade equity options as market makers using real-life simulations in the ICMA Centre QFBA dealing room

Certification by NYSE Euronext and ICMA Centre

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| Programme fee | \$2,610 |
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International introduction to investment award

5 days

Designed to provide an overview of all areas of investment with a tailored and focused approach to international markets and an understanding of workings and the language of the industry.

Certification by Chartered Institute of Securities & Investment (CISI)

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| Programme fee | \$3,250 |
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International certificate in investment management

5 days

Designed to provide you with a full understanding of the asset management industry. This programme covers:

- private client and institutional asset management as well as retail fund management
- different asset classes and financial markets as well as the underpinning disciplines of economics, financial mathematics and accounting
- the main tools of investment management – investment analysis, portfolio management and performance measurement

Certification by Chartered Institute of Securities & Investment (CISI)

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| Programme fee | \$3,250 |
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Open-portfolio programmes 2010

Capital markets and asset management

Corporate valuation

5 days

This programme reviews the different approaches to valuing firms, their equity and other capital instruments. Starting with traditional earnings-based methodology and then covering dividend-based valuation, enterprise value multiples and discounted cash flow techniques, this programme will be invaluable for anyone assessing the investment case for buying securities.

Certification by QFBA

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| Programme fee | \$3,250 |
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Advanced fund management

5 days

This programme is designed to cover all types of funds. Starting with equity funds and including modern portfolio theory, betas, alphas, and other risk-adjusted measures of performance. Bond funds, hedge funds and structured products will also be explored.

Certification by QFBA

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| Programme fee | \$3,250 |
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Finance and accounting

Finance for non-finance managers

5 days

Designed for managers, supervisors and employees from all business functions (including finance) that have a need to improve their knowledge and use of financial information and techniques. This programme will help you to:

- understand and interpret the key financial statements of the organisation
- calculate and interpret key financial ratios as indicators of an organisation's economic performance and financial viability
- familiarise and apply the logic of discounted cash flow and net present value analysis to a variety of organisational decisions
- understand the key components of working capital and how to monitor and improve its utilisation

Certification by Faculty of Islamic Studies, Qatar Foundation (QFIS)

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| Programme fee | \$3,250 |
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Open-portfolio programmes 2010

Insurance

Award in general insurance

3 days

Designed to help you develop an understanding of key insurance issues. This programme explores:

- the fundamentals of risk
- insurance principles (the legal principles – insurable interest, indemnity, contribution, proximate cause, subrogation and contribution)
- insurance procedures (underwriting and claims)
- personal insurance products (motor, household, travel, medical, personal accident, etc)
- commercial insurance products (liability, property and pecuniary, commercial vehicle and motor)

Note: This course can be taken as a training course, without sitting an exam or as a useful preparation leading to certification.

Certification by Chartered Insurance Institute (CII)

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| Programme fee | \$1,950 |
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Certificate in general insurance

15 days

Designed to provide you with the essential knowledge and a thorough understanding of general insurance principles, products and practice.

Consists of 3 mandatory modules (15 credits each):

| | |
|---------------------------------------------------|--------|
| Module 1 Insurance, legal and regulatory | 5 days |
| Module 2 General insurance business | 5 days |
| Module 3 Insurance claims handling process | 5 days |

Certification by Chartered Insurance Institute (CII)

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| Programme fee | \$3,250 per module |
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Award in financial planning

3 days

Designed to help you develop an understanding of key life assurance issues. This programme explores:

- life assurance and how it works
- the main insurance principles applicable to life assurance
- the clients' needs, fact-finding and good practice
- the functions of claims and underwriting, including fact finding

Certification by Chartered Insurance Institute (CII)

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| Programme fee | \$1,950 |
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Open-portfolio programmes 2010

Islamic finance

Fundamentals of Islamic banking and finance

5 days

Designed to provide you with a detailed overview of the rapidly growing industry of Islamic banking and finance in accordance with Shari'ah principles. This introductory programme will address:

- the fundamental questions of "why, how and for whom" of this industry while uncovering the detailed foundations of Islamic financial contracts
- the Islamic philosophy of rejecting interest-based lending, what alternatives replace it and how it affects finance contracts

Certification by Faculty of Islamic Studies, Qatar Foundation (QFIS)

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| Programme fee | \$3,250 |
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Sukuk and Islamic capital markets

5 days

Designed to provide you with an in-depth understanding of the Islamic capital markets and the forces that create Islamic securities. This programme will address:

- the nature of Islamic issues and why they are introduced, who issues them, how and what's the market demand for them
- various structures of Islamic Sukuk, looking at their market rating and the legal and Shari'ah concerns involved
- converting conventional bonds into Islamic securities and the rising Islamic investment funds and their structures

Certification by Faculty of Islamic Studies, Qatar Foundation (QFIS)

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| Programme fee | \$3,250 |
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Islamic insurance (Takaful)

5 days

Designed to provide you with a complete overview of the emerging field of Islamic insurance (Takaful). This programme will address:

- how the instruments are used by the Takaful companies, detailed investigation of the Takaful contracts and their Shari'ah foundation
- the kinds of services offered by Takaful companies and a clear outlook of its expansion and potentials for the future as well as similarities and differences between Islamic, conventional and cooperative insurance

Certification by Faculty of Islamic Studies, Qatar Foundation (QFIS)

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| Programme fee | \$3,250 |
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Legal and regulatory issues in Islamic finance

5 days

Designed to provide you with a complete overview of the legal and regulatory issues in Islamic Finance. This programme will address:

- the processes of making contracts drawn-up under common and civil law compliant with Shari'ah governance structures and procedures for financial institutions and the merits of different practices assessed
- regulatory issues that arise with respect to Islamic banks and Islamic financial facilities offered by conventional banks, including the usefulness for regulators of the guiding principles issued by the Islamic Financial Services Board
- current practices of Islamic financial institutions

Certification by Faculty of Islamic Studies, Qatar Foundation (QFIS)

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| Programme fee | \$3,250 |
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Open-portfolio programmes 2010

Rules and regulations

Introduction to regulation and compliance

2 days

Provides an introduction to "global benchmark" structures and purposes of financial services regulation, appropriate methods and processes. It also covers the appropriate methods and processes employed by international financial services firms to comply with government and industry regulations within their own organisations.

Core subjects include market abuse and insider information, risk assessment, anti-money laundering (AML), conflicts of interest, market surveillance and the structure of compliance department. Contemporary case studies use examples from the current financial crisis and well-publicised frauds to demonstrate the importance of complying with global regulatory standards.

Certification by CCL

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| Programme fee | \$1,300 |
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The international anti-money laundering officer certificate

2 days

This programme provides attendees with the practical skills and knowledge required to carry out the prevention and detection of financial crime including those relating to anti-money laundering and the countering of the financing of terrorism, in line with international standards.

The following areas are covered:

- the business essentials
- the role of the AML Officer and fraud prevention personnel
- governing standards
- tools for prevention and detection
- defining financial crime
- market abuse
- money laundering and terrorism financing
- fraud

Certification by CCL

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|---------------|---------|
| Programme fee | \$2,400 |
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QFCRA rules and regulations preparation: securities and investment – CISI award

3 days

Provides an understanding of the regulations and legislation that underpin the financial markets in Qatar and the conduct of business within the QFC, covering regulatory infrastructure and key regulations of the QFCRA

Certification by CISI

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| Programme fee | \$1,950 |
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QFCRA rules and regulations preparation: insurance

3 days

Provides an understanding of the regulations and legislation that underpin the insurance market in Qatar and the conduct of business within the QFC, covering regulatory infrastructure and key regulations of the QFCRA

Certification by CII Requested

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| Programme fee | \$1,950 |
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Open-portfolio programmes 2010

Foundation in financial language

Foundation In Financial Language

5 days

Research has shown that a better understanding of the (relatively) complex terminology used in the financial world significantly increases the value of the learning.

This high energy, five day, intensive training course has been designed to expose participants to the core language of the banking, insurance and finance sectors.

Participants will be made aware of the terminology of each sector and then encouraged to feel more comfortable in its use.

This will be done through role plays and group activities using real-life scenarios which will require using the language in practice.

The core learning principles of the QFBA will be used throughout, ensuring an exposure to "transformational" learning.

The overall aim of the course is to give a positive learning experience in a dynamic and supportive environment enabling participants to take real language benefits forward into their future studies with QFBA.

Certification by QFBA

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| Programme fee | free of charge |
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Educational partners and certifying bodies

Chartered Institute for Securities and Investment (CISI)

The CISI (formally SII) offers learning and development to financial professionals. Its qualifications cover the front, middle and back offices of securities and investment firms, from some of the world's biggest commercial and investment banks, as well as prominent local firms.

Chartered Insurance Institute (CII)

The CII is the leading professional organisation for people working in insurance and financial services. It is dedicated to raising professional standards and integrity in these industries, offering qualifications for people at every level, in every sector.

Faculty of Islamic Studies

The Qatar Faculty of Islamic Studies, a member of Qatar Foundation, was established to achieve intellectual plurality that emphasises the richness and diversity of Islamic heritage. Their vision is to become a locus of thought and dialogue that leads research and debate in all that relates to Islam and Muslims, be that contemporary concerns or issues of heritage.

ICMA Centre at Henley Business School

The ICMA Centre is part of the Henley Business School and University of Reading. It has an international reputation for undergraduate, postgraduate and executive education, tailored to the capital markets industry.

International Management & Finance Academy (IMFA)

The IMFA is a regional non-profit, non-governmental institution. It was founded as a reference point for satisfying a wide range of learning and research with a particular focus on banking. Through their work they aim to contribute to maintain high standards for quality in the MENA region particularly via their alignment with the American Bankers Association (ABA).

NYSE Euronext

NYSE Euronext was created by the merger of NYSE Group and Euronext in 2007. They operate the world's largest and most liquid exchange group as well as the most diverse array of financial products and services. In 2009, NYSE Euronext partnered with Qatar Investment Authority to form Qatar Exchange, successor to Doha Securities Market, a partnership aimed at making this new exchange a leader in the regional marketplace.

Thomson Reuters

Thomson Reuters is the world's leading source of intelligent information for businesses and professionals. They combine industry expertise with innovative technology to deliver critical information to leading decision makers in the financial, legal, tax and accounting, healthcare and science and media markets.

Toronto Centre

The Toronto Centre helps financial regulators from around the world to gain the leadership skills they need to make changes and improve the effectiveness of their agencies.

Applying for a programme

For you

The first thing to do is to register with us. Please complete our registration form on our website www.qfba.edu.qa.

Alternatively email us your details at info@qfba.edu.qa. We will get back to you via email or phone to schedule an initial personal development planning session. This will be the start of your learning journey with QFBA.

For your organisation

The first thing to do is to give us a call – we will happily schedule a conversation with you to explore your learning requirements in the context of the organisation, the industry and the changing business environment now and into the future. We can discuss how QFBA might be able to help your company with its learning process.

You can also phone us at **+974 44968333** if you need help with the registration process.

All programme fees include course material and workshops and in some cases test administration fees.

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