

Banking Course Overview

Aim

The overall aim of an in-house *Advanced Banking Practice* programme is to increase participants' knowledge and understanding of the principles and business of banking. There should be a particular focus on the business model and performance of banks, the role of risk, and how the macro-economic, regulatory and competitive environment impacts bank strategy and performance, and how this is measured by external stakeholders. The programme should be required learning for all commercial banking relationship managers (RM), and will develop their skills and abilities to analyse financial statements, identify risks, and evaluate the bank's performance in terms of key performance indicators.

Target Audience

The programme is aimed at Relationship Managers in Corporate and Retail Banking.

Aims & Objectives:

Key objectives of an *Advanced Banking Practice* programme are to enhance the learner's knowledge, understanding and analytical skills in respect of:

- the diverse and changing role of banks, their responsibility towards clients, shareholders, other key stakeholders and regulators, and how this drives stakeholder priorities and bank strategy, as well as a bank's values and expected behaviours
- how banking activities are reflected in the financial statement, and the financial drivers and risk profiles of the bank's main business activities
- the bank's strategy within the context of the macro-economic and competitive environment, with a particular focus on changing regulations following the global financial crisis

- how the main risk areas of the bank interrelate and the role of risk in pursuing the bank's strategic goals
- the impact of a bank's business model, external environment and business and financial strategy on the performance and financial strength of the bank, as measured by external stakeholders.

Having this knowledge, understanding and level of analytical skills will enable Relationship Managers to speak with their customers more knowledgeably about banking in general, and their bank in particular, and enable them to gain insight to and assess the risk of their own customer portfolios.

A key objective of the programme is to support the bank's strategy of Relationship Managers being seen as trusted advisors by their customers and to support its overall values and business strategy to professionalise its workforce and become a genuine force for good in the community.

Learning Outcomes

On completion of an *Advanced Banking Practice* programme the learner would be able to:

- 1) critically review the role that banks play in today's economy, and how changes in the role of banks are driving stakeholder priorities and bank strategy
- 2) formulate a view about how the bank business model is supporting its achievement of strategic priorities and principles
- 3) critically analyse the bank's balance sheet and income statement and appraise the significance of key changes in income, costs, assets and liabilities over the previous two financial years
- 4) examine how the perspectives of the bank's key external stakeholders impact the bank's strategy, and identify the key drivers of the bank's share price and credit rating
- 5) examine the link between the global financial crisis and the changing regulatory environment in which banks operate
- 6) recognise the key risks faced by a bank and assess what the bank is doing to measure, monitor and mitigate these risks.

Assessment

An in-house course should include a formal assessment via an assignment, leading to the award of *Certificate in Advanced Banking Practice*. It is often possible to arrange accreditation of this programme with an external teaching body or professional association.

The overall pass mark required to attain the *Certificate in Advanced Banking Practice* should be set at 60%. Those who achieve 80% or over would pass with distinction.

Format, Delivery, and Content

A blended learning approach should be taken to increase participants' knowledge and understanding of best practice in banking and help them improve their analytical skills that will add value to their roles as corporate Relationship Managers. The approach would include:

- self-study of two core text books: *The Principles of Banking* (John Wiley & Sons 2012) and *Anthology: Past, Present and Future Principles of Banking and Finance* (John Wiley & Sons 2018)
- using an in-house *Study Guide* to help them navigate, and answer key questions about, key content in the core text
- self-study of banks' Annual Report and Accounts
- completing e-learning modules
- participating in a two-day workshop, facilitated by external suppliers
- applying learning at work
- reviewing, reflecting on, and improving their banking practice within the context of their role.

Level Descriptors

Knowledge and Understanding: Learners will gain a critical understanding of the principles and business of banking, focusing on a bank's business model and performance, the role of risk, and how the macro-economic, regulatory and competitive environment impacts bank strategy and performance, and how this is measured by external stakeholders. They will also develop their skills and abilities to analyse financial statements, identify risks, and evaluate the bank's performance in terms of key performance indicators.

Practice: Applied Knowledge, Skills and Understanding: Learners will apply a wide range of skills in a complex financial services environment, including analysis and interpretation of key performance indicators, risk profiles, financial statements, regulatory requirements, and bank strategy, and use these to enhance their trusted advisor status in their role as a corporate relationship manager.

Generic Cognitive Skills: Learners will critically identify and analyse complex professional banking issues and offer insights into how a well-managed is built and maintained.

Communication, ICT and Numeracy Skills: Learners will discuss complex banking issues with colleagues and customers, adapting their language and explanations as appropriate for their audience and use their numeracy skills to analyse financial information, assess their own portfolios, and propose suitable funding solutions for customers in keeping with the bank's strategy and risk appetite. They will use ICT skills to complete a range of e-learning modules.

Autonomy, Accountability and Working with Others: Learners will be required to exercise autonomy in completing the self-study materials and use their initiative to complete the activities and the assignment. They will work with and support their peers during the workshop. They will exercise significant professional judgement in their dealings with customers and be accountable for the commercial and lending decisions they make. They will bring about change in the bank as they become more of a trusted advisor to their customers and manage complex business, ethical and professional issues in line with the bank's values, principles, strategy and standards of conduct.