Who we are

The Institute of Banking is the largest professional institute in Ireland. We are a community of 32,000 members who work in banking and in both international and local financial services in the Republic of Ireland and Northern Ireland.

Professional development of our members through education is at the heart of what we do.

The Institute provides university level banking education programmes and related services. These enable our members to achieve and sustain their professional qualifications and continuing professional development – essential in meeting customer and regulatory expectations.

More than 10,000 of our members studied with us last year and we have over 20,000 CPD members.

EXCELLENCE IN EDUCATION – A RECOGNISED COLLEGE OF UCD

As a recognised college of University College Dublin (UCD) and the standout banking industry educator, we offer qualifications of the highest standard.

We currently have more than 30 programmes ranging from Professional Certificates (level 7 on the National Framework of Qualifications (NFQ) to Masters Degree (level 9). We design our programmes to be practical and relevant, but grounded in academic rigour.

In January 2014 we launched a new Professional Education Framework for banking professionals. Developed in consultation with the banks and UCD, the Framework is a professional pathway that provides a core set of qualifications for everyone in banking, whatever the person’s age, experience, career stage, role, qualifications, specialism and ambition.

CONTACT US

Please contact us and we will help you in any way we can.

The Institute of Banking
IFSC, 1 North Wall Quay, Dublin 1, Ireland.
T: +353 (0)1 611 6500
E: info@iob.ie
W: www.iob.ie
Introduction

The programme is very topical, covering the contemporary issues impacting the sector and also the changing regulatory environment. Modules are structured so that students understand, question and learn how to respond to the challenges we face as an industry.

Cathal Nolan
Senior portfolio manager, Ulster Bank Ireland Ltd.

WHO IS THIS PROGRAMME FOR?
The MSc in Financial Services is for future leaders of the financial services industry and is designed to address the managerial challenges and opportunities for professionals working in the global financial services industry. It is ideal for financial services professionals who aspire to leadership positions.

The curriculum develops industry specific knowledge, analytical skills and utilises your practical experience to promote peer learning. An important aspect of the programme is the integration of current research and a focus on strategic aspects of financial institutions to identify opportunities and threats arising in the global marketplace.

The programme is dynamic and diverse and challenges your thinking. Encouragement of class interaction facilitates shared insights and experiences which augments your knowledge and understanding.

The programme will equip you with specific skills in risk management, financial services innovation, decision making models and business negotiation skills.

HOW YOU WILL BENEFIT
This programme will support your personal and professional development while giving you an integrated, critical understanding of financial services.

It will:
- Broaden your knowledge and understanding of the requirements and responsibilities of financial services firms, their activities and associated risks
- Progress your thinking on key challenges by evaluating evidence and ascertaining the implications of financial theory and your own professional experience
- Develop your ability to critically analyse contemporary issues in financial services
- Apply theories and techniques to complex and specific situations to improve business performance and manage risk
- Develop a holistic professional skill set that works to ensure commercial sustainability and the maintenance of the trust of customers and wider stakeholders along with a framework for life long learning
- Enhance your ability to inform, recommend and report on decisions to key stakeholders.

PROFESSIONAL DESIGNATION
This programme provides a pathway to the prestigious, internationally recognised Chartered Banker designation.

Chartered Banker is the gold standard for professionals working in the financial services sector. Chartered Bankers are highly qualified professionals, well equipped for a management career or leadership role.

For further information on the designation, please visit www.iob.ie/MScFS
Curriculum

The programme has nine modules as follows:

<table>
<thead>
<tr>
<th>Module</th>
<th>Title</th>
<th>Level</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Ethics and Corporate Governance</td>
<td>NFQ 9</td>
<td>10</td>
</tr>
<tr>
<td>02</td>
<td>Risk Management in Financial Institutions</td>
<td>NFQ 9</td>
<td>10</td>
</tr>
<tr>
<td>03</td>
<td>Contemporary Issues in Financial Services</td>
<td>NFQ 9</td>
<td>10</td>
</tr>
<tr>
<td>04</td>
<td>Project Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>05</td>
<td>Fostering an Innovative Environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>06</td>
<td>Managing for Compliance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>07</td>
<td>Risk-Based Financial Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>08</td>
<td>Behavioural Decision Making</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09</td>
<td>Winning Business Negotiation Strategies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

01 ETHICS AND CORPORATE GOVERNANCE
(NFQ Level 9, 10 ECTS)

This module explores legal and regulatory frameworks within which directors of financial services institutions operate. It examines corporate governance best practice principles, their theoretical underpinnings and their application in both a financial services and a general organisation setting. It also considers the ethical dilemmas/challenges faced by those charged with governing and develops your ability to evaluate decisions and deal with such dilemmas/challenges.

02 RISK MANAGEMENT IN FINANCIAL INSTITUTIONS
(NFQ Level 9, 10 ECTS)

This module presents risk management best practice principles and their application in financial services settings. It is both quantitative and qualitative in nature reflecting the breadth of the topic. The module will introduce you to a number of topics and methodologies and will also require input from your professional experience to develop a practical understanding of risk management in operation. The module addresses the different types of risk including market, interest rate, credit, conduct and operational risk.

03 CONTEMPORARY ISSUES IN FINANCIAL SERVICES
(NFQ Level 9, 10 ECTS)

This module provides a framework for reviewing contemporary issues in financial services including strategic management of financial institutions, and how competition influences strategic choices. This analysis provides a foundation for evaluating the impact of technology and financial innovation, contemporary issues in risk, efficiency and regulation.
<table>
<thead>
<tr>
<th>Module</th>
<th>NFQ Level</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT MANAGEMENT</td>
<td>Level 9</td>
<td>10</td>
</tr>
<tr>
<td>FOSTERING AN INNOVATIVE ENVIRONMENT</td>
<td>Level 9</td>
<td>10</td>
</tr>
<tr>
<td>MANAGING FOR COMPLIANCE</td>
<td>Level 9</td>
<td>10</td>
</tr>
<tr>
<td>RISK-BASED FINANCIAL MANAGEMENT</td>
<td>Level 9</td>
<td>10</td>
</tr>
<tr>
<td>BEHAVIOURAL DECISION MAKING</td>
<td>Level 9</td>
<td>10</td>
</tr>
<tr>
<td>WINNING BUSINESS NEGOTIATION STRATEGIES</td>
<td>Level 9</td>
<td>10</td>
</tr>
</tbody>
</table>

**Module Overview**

This module seeks to introduce you to the principles and practices involved in fostering and executing service innovation. Service innovation is a new or significantly improved service concept that is taken into practice. It always includes replicable elements that can be identified and systematically reproduced in other cases or environments. While particular emphasis will be placed upon such innovation in financial services, consideration will be given to innovation in other sectors and how this experience could and should influence practice in financial services.

**Curriculum**

This module introduces risk management policy and develops a critical appreciation of hedging, speculation and arbitrage as a lens through which to understand different approaches to managing and taking on risk. You will also develop the necessary knowledge and skills of the derivative instruments employed to effectively execute your chosen approach to risk management. It will evaluate human behaviour and highlight lessons learned from failures in the past to better understand risk and improve professional practice.

In this module you will be introduced to the interface of economics and human behaviour in financial decision making. The applicability of behavioural finance ranges from providing alternative insights into understanding stock market crises to retail financial services. You will explore the limits of traditional economic analysis of decision making under uncertainty, and develop your understanding of the behavioural critique and its applicability across a range of financial settings.

Compliance is an established function in financial services firms and is recognised by regulators as an essential part of the control infrastructure. This module examines the development of compliance as an assurance function and evaluates its strategic role in an organisation in aligning with the business and delivering value. It also focuses on specific issues relevant to managing a compliance function to ensure it fulfils its assurance role within an organisation.

This module equips you with both the practical skills and theoretical understanding required to be a better negotiator. Negotiation practice, in the form of role-plays, is central to this module. You will learn how to improve your negotiation skills to achieve better outcomes for you and your professional practice.
Further Information

I would recommend this programme for those who have been out of education for a while and are looking to show some initiative and interest in developing themselves both personally and professionally.

Mairead Flanagan
UBS Fund Services (Ireland) Ltd.

AWARD
When you successfully complete the first six modules of this programme, you will be awarded the Graduate Diploma in Financial Services from UCD (at postgraduate degree level 9).

Candidates who achieve an honours award classification in this Graduate Diploma are eligible for the award MSc in Financial Services on successful completion of an additional three modules. The MSc is also accredited and awarded by UCD (at postgraduate degree level 9).

ENTRY REQUIREMENTS
The minimum entry requirements for the programme are:

- Honours degree in business or a related discipline (e.g.) accounting, finance or economics; or
- Honours degree in a non-business discipline with three years relevant work experience.

Those who do not hold a degree, but have exceptional middle or senior management experience, are eligible to apply and will be considered on a case-by-case basis.

PROFESSIONAL BODY MEMBERSHIP
You must be a current member of the Institute of Banking, or become a member, to register for this programme.

Membership is currently €40 per calendar year.

DELIVERY
Lectures are held on a part-time basis.

DURATION
24 months (part-time).

ASSESSMENT
Assessment is a combination of continuous assessment and written exams.

The pass mark is 40% in all modules in line with UCD academic policy.
I am able to apply so much of what I learned and it has altered my outlook and approach in various ways. I’m more ethically aware; I look at boards and organisational culture with more scrutiny plus I’ve absorbed information that I’m linking together to gain a greater overall understanding of the financial (giant) industry we work in.

Plus it was good networking!

Clare Lundy
Senior Manager VP, Citi

FEES
The fees are €4,400 for the first academic year (€10,500 in total).

We encourage all candidates to register for the full academic year, but if you choose to register on a per module basis, fees are broken down as follows:

<table>
<thead>
<tr>
<th>Module</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester 1 - 2014/15</td>
<td></td>
</tr>
<tr>
<td>Ethics and Corporate Governance</td>
<td>€1,100</td>
</tr>
<tr>
<td>Risk Management in Financial Institutions</td>
<td>€1,100</td>
</tr>
<tr>
<td>Semester 2 - 2014/15</td>
<td></td>
</tr>
<tr>
<td>Contemporary Issues in Financial Services</td>
<td>€1,100</td>
</tr>
<tr>
<td>Project Management</td>
<td>€1,100</td>
</tr>
<tr>
<td>Semester 1 - 2015/16</td>
<td></td>
</tr>
<tr>
<td>Fostering an Innovative Environment</td>
<td>€1,100</td>
</tr>
<tr>
<td>Managing for Compliance</td>
<td>€1,100</td>
</tr>
<tr>
<td>Semester 2 - 2015/16</td>
<td></td>
</tr>
<tr>
<td>Risk-Based Financial Management</td>
<td>€1,300</td>
</tr>
<tr>
<td>Behavioural Decision Making</td>
<td>€1,300</td>
</tr>
<tr>
<td>Semester 3 - 2015/16</td>
<td></td>
</tr>
<tr>
<td>Winning Business Negotiation Strategies</td>
<td>€1,300</td>
</tr>
</tbody>
</table>

Fees will be reviewed annually.

Tax relief may be available to candidates who are paying fees in a personal capacity. Further information is available from www.revenue.ie.

If you choose to sign up for the Chartered Banker designation, the associated annual CPD fee is €355.

SUBMISSION OF APPLICATIONS
Applications are currently being accepted online by clicking ‘Apply Now’ on www.iob.ie/MScFS

For information on closing dates please contact the programme manager.

If demand from applicants exceeds available places, a waiting list system will apply.

PROGRAMME COMMENCEMENT
September 2014.

INTERESTED? NEXT STEPS.
For further information on this programme visit www.iob.ie/postgrad or you can contact the programme manager at:

Finbarr Murphy BA, hDip, MSc, QFA
Senior Programme Manager

E: finbarr.murphy@iob.ie
T: +353 (1) 611 6537

I am able to apply so much of what I learned and it has altered my outlook and approach in various ways. I’m more ethically aware; I look at boards and organisational culture with more scrutiny plus I’ve absorbed information that I’m linking together to gain a greater overall understanding of the financial (giant) industry we work in.

Plus it was good networking!

Clare Lundy
Senior Manager VP, Citi