



BTRM

The Certificate
of Bank Treasury
Risk Management

The Certificate of Bank Treasury Risk Management



The Global Standard in Bank Asset-Liability Management

Founded by Professor Moorad Choudhry

A Message from the Course Founders

Welcome to the world's first practitioner-developed and practitioner-orientated professional qualification in bank asset-liability management, the Certificate of Bank Treasury Risk Management, the BTRM. We have designed it to be a cutting-edge programme for those working in bank balance sheet risk management, be they in Money Markets, Finance, Risk, Treasury, Audit or Compliance.

This brochure contains full details on the BTRM syllabus, together with information on Lifelong Learning, BTRM Masterclasses and the Alumni Programme. All the lectures are also delivered via live streaming, making the BTRM a truly global qualification.

The BTRM Faculty is comprised of both respected academics and highly experienced practitioners, enabling us to deliver a seamless combination of best-practice in business and robust intellectual rigour. At the same time the programme is dynamic and moves with the latest changes in financial markets. This enables students to be at the forefront of developments in bank risk management.

Obtaining the BTRM is a solid demonstration of continuing professional advancement and one that will keep both you and your employer ahead of the competition. We are confident of the high quality and practical value of the BTRM. It is a privilege to be able to bring this programme to you.



Professor Moorad Choudhry FCSI FLIBF FloD
Course Founder



Werner Coetzee
Course Director

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@THEBTRM

Introduction

The Certificate of Bank Treasury Risk Management (BTRM) is an eight-month part-time course designed to empower individuals working in, or intending to work in, every aspect of bank risk management and asset-liability management (ALM). The BTRM is unique in being the only professional qualification for bank Treasury, Finance and Risk professionals that covers every aspect of balance sheet, ALM and liquidity risk management. The strong emphasis of the course throughout is on practical relevance and equipping students with the tools and techniques used by banks in the real world. The BTRM is a career-enhancing professional qualification.

Asset-liability management is the core discipline in banking, and one that must be mastered by every bank, irrespective of its operating model or product suite. The post-crash Basel III environment emphasises a strong adherence to conservative principles of capital and liquidity management – the traditional role of the Treasury function in a bank. Obtaining the BTRM provides students not only with a recognised professional qualification demonstrating excellence in the Treasury space, it is also a sign of genuine commitment to excellence in risk management.

BTRM is practitioner led, developed and orientated, and enables students to acquire an advanced-level understanding on the core process of bank ALM governance and liquidity risk management. Practitioners will be able to apply best-practice techniques to measure ALM risks and formulate strategies for management of these risks at their employing institutions.

Benefits

Gold standard Treasury, Risk and Finance professional qualification

- BTRM is a graduate-level professional qualification, internationally renowned and a solid demonstration of individual commitment to career development.

Qualify from anywhere in the world

- Eight-month part-time global programme, with Cohorts starting every April and October.
- All lectures streamed live over the Internet and recorded. Lectures can be viewed at any time.
- Study while working: career-enhancing qualification that can be taken worldwide.

Practitioner orientated

- BTRM delivers learning of practical value, developed and taught by highly experienced practitioners.

Expert teaching and support

- The BTRM Faculty, led by Professor Moorad Choudhry, is an acclaimed team of instructors combining respected academics and renowned practitioners, all specialists in the field of bank ALM and Treasury risk management. The Faculty provides mentoring and support during the course and all members are accessible by email or via the online BTRM Forum.

Lifelong learning

- BTRM alumni benefit from continuous education and an always expanding professional development programme.
- BTRM alumni membership enables access to all materials, books, lectures, webinars and masterclasses in perpetuity.

Start Date: Wednesday 10th October 2018

FORMAT: 1 live lecture per week over 27 weeks, 3 hour lecture (streamed live globally)

TOTAL LEARNING HOURS: 301

LOCATION: Central London / Streamed live globally
Internet-based student-faculty forum and seminars. This is a truly global qualification with weekly worldwide interaction via WebEx during lectures. All lectures will be recorded and stored in the student's personalised portal.

BTRM STAGES 1 & 2: The BTRM offers two flexible study options so you can decide how to complete the course:

FULL COURSE: Complete the 6 modules in 8 months

COURSE STAGE 1 & STAGE 2 (payable separately).

Complete the 6 modules in 2 x 4 month stages.

BTRM Journey

Meet the Faculty

- Open Evening: Wednesday 12th September 2018 at 17:00, in the City of London
- Discuss course details
- Live webcasts available
- Recorded session available at btrm.org

Apply

Apply online or via the registration form and the Admissions Team will confirm acceptance within 3 working days

Prepare

The BTRM programme begins with a primer on bank balance sheet risk, which kicks off the lecture programme and enables all students to get up to speed on the introductory aspects of bank asset-liability management.

Students will also receive the full set of course materials and textbooks before the start of the programme.

Learn

The examined part of the BTRM programme comprises six modules of varying length. Each module covers a different but inter-related aspect of bank ALM and Treasury risk management, and consists of lectures, on-line seminars and the student-faculty forum.

Students are required to take an on-line multiple choice test at the end of each module and obtain at least 50% in order to pass in that module. After completion of Module 6 students sit the formal 3-hour unseen written examination.

A pass mark of 60% is set for the exam and students obtaining this will receive the Certificate. A mark of 80% confers the Certificate with Distinction.

The Choudhry Scholarship

A limited number of scholarships, covering the full tuition fee, are available per Cohort. Please apply direct to the Course Director.

BTRM

Global Standard in
Bank Asset-Liability
Management

MODULE ONE

Bank balance sheet risk management

MODULE TWO

Treasury operating model and governance

MODULE THREE

Strategic ALM and financial markets

MODULE FOUR

Bank liquidity risk management

MODULE FIVE

Bank capital management

MODULE SIX

Accounting and Operational Risk

DIPLOMA MODULE

Optional dissertation project, satisfactory completion of which confers the award of the Diploma in BTRM

LIFELONG LEARNING

Alumni lectures: frequent lectures and webinars are arranged for BTRM Alumni, recorded and added to your portal

MASTERCLASSES

A series of lectures looking deeper into specific technical issues, including lectures from the Founder Professor Moorad Choudhry and other City professionals

Testimonials

BTRM students have come from around the world and from across the banking, consulting and financial software industries, including AlfaBank, Banamex – Citi, Banco de Credito BCP, Bank of England, Barclays Bank, Belfius, BNP Paribas, Commercial Bank of Qatar, DBS Bank, Emirates NBD, Federal Home Loan Bank of Cincinnati, Federal Reserve Bank of New York, FIS Global, FIH Erhvervsbank, First Rand Bank, Fitch Ratings, ICBC, ION Trading, Investec, Islamic Development Bank, KBC Group, Nycredit, Pasha Bank OJSC, Prometeia, PwC, Qatar National Bank, Rabobank, Raiffeisen Bank, Santander, Standard Chartered Bank, Saxobank, TD Bank, UBS, Union Bank of Nigeria, UOB, Verizon and Wolters-Kluwer Financial Services.

“ *I really liked the way that one would learn something at a lecture and then go back to the office and apply it next day to the day job, it was that practical and relevant a course for practitioners.*

James Hassell BTRM, ALM Risk Manager, Santander

“ *I have found it hugely helpful in my role at work and have learnt a huge amount about the Treasury discipline. The way the course was administered really worked for me, very flexible, interactive and practical when combining with a day job. The content was very in-depth, the tutors very responsive and knowledgeable. A comprehensive exploration of both theory and market practice. I couldn't recommend the course more highly to potential students.*

David Ryan, Director Treasury, Barclays

“ *It's encouraging to know the BTRM faculty is still there for us post our course completion.*

Sidney Lidede, Treasury Accountant,
Nairobi Securities Exchange

“ *The BTRM experience I had was very satisfying. The most important gain for me was to benchmark my thinking with the excellent staff that you arranged for the sessions, having access to their thinking and know-how is invaluable for practitioners like me. The BTRM is shaping the thinking process in the heart of banks; please continue on this path!*

Carlos F. Vallebuena, Corporate Treasurer, Banamex-Citi

“ *The BTRM has been designed by Professor Choudhry to cover all aspects of Treasury: financial instruments, treasury governance, collateral and liquidity management. The entire Faculty use their vast industry experience to explain the regulatory liquidity environment and rationale for different liquidity measures, as well as differences amongst sovereign regulators and how they affect bank funding and organizational decisions.*

Sanja Hukovic, Head of Treasury, Statistical Risk Aggregation, Operational Risk and Valuation Model Validation, UBS

“ *Presenters are engaging, knowledgeable and really good at explaining their subjects. I can't stress enough how useful it was to be able to attend the lectures online and have access to the recordings afterwards.*

Steven Finkill, Model Risk Unit, Santander

“ *That's what I love about this great course - the seamless integration of practice and theory; it makes all the difference.*

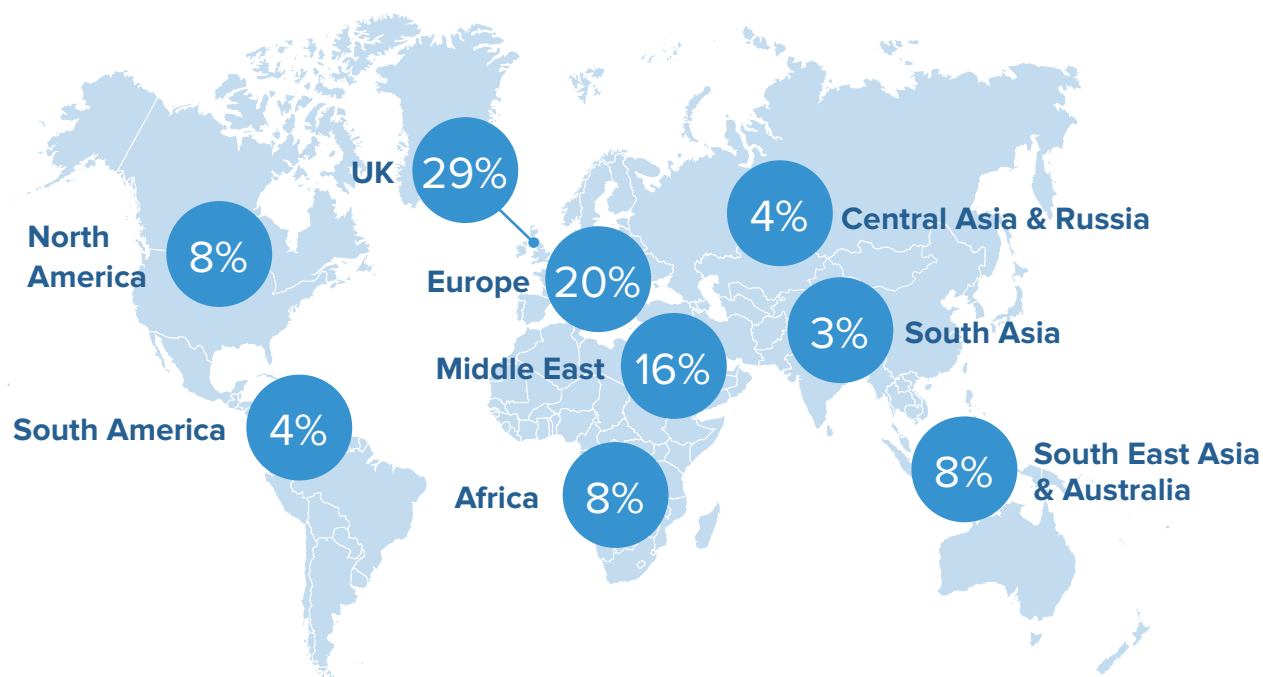
Thomas Kuehn, Director Structured Finance / ABS, Fitch Ratings

“ *Head and shoulders above any other training or qualification programme in the City. BTRM teaches what one needs to know to achieve real-world best practice, it's a fantastic course for practitioners by practitioners.*

Dan Cunningham, former Head of EUR Cash and OBS, KBC Bank, London

Global Profile

Location of BTRM students



Student Profiles

Treasury Senior Management
 Heads of ALM / Money Markets
 Asset-Liability Committee (ALCO) membership
 Finance Senior Management
 Risk Senior Management
 Heads of Balance Sheet Management
 Liquidity Managers
 Liquidity stress testing
 Balance Sheet Managers

Funds Transfer Pricing
 Treasury consultants
 Regulators in the liquidity risk space
 Policy analysts in central banks
 Product controllers
 ALM Managers
 Internal Auditors
 Operational risk management
 Capital stress testing
 ICAAP and ILAAP submission

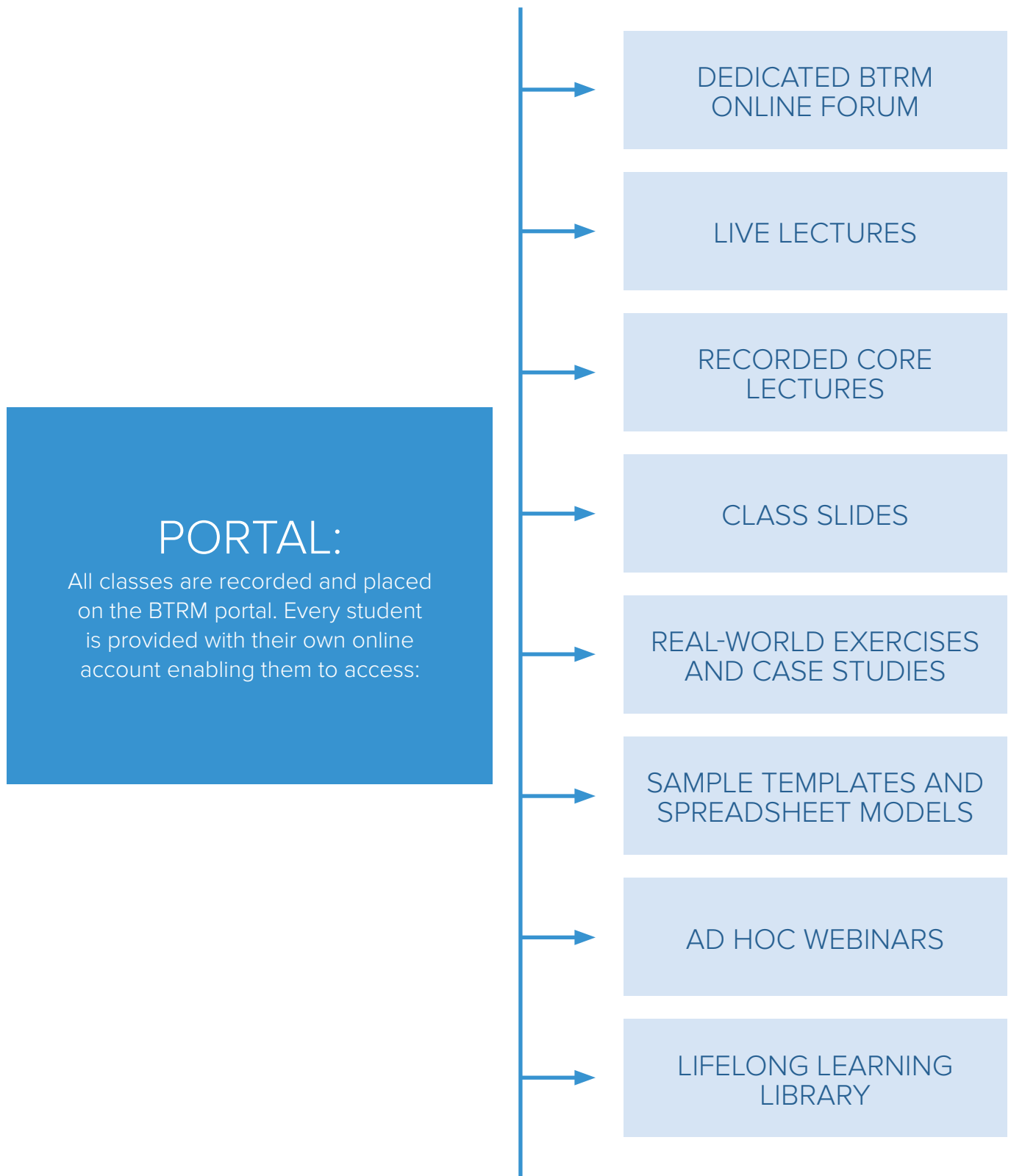
Academic backgrounds

Economics
 Business Studies
 Mathematics
 Physics
 Finance and Accounting
 Banking and Finance
 Business management
 International business
 Management studies
 Economic history
 Social sciences



Programme Delivery

The BTRM is at the forefront of interactive online learning, which enables students from anywhere in the world to enrol on the programme. We offer a high quality and comprehensive learning portal giving 24-hour access to all the lectures and study materials in perpetuity.



Course Syllabus

STAGE 1

Pre-course module: Banking primer

The BTRM programme begins with the single lecture banking primer, covering all the core principles of bank balance sheet risk management. The primer has been designed to ensure all students start the course with the necessary entry-level understanding of bank ALM and the role of the Treasury function.

1. Primer on bank business model, financial statements and regulation. Primer on Value-at-Risk.

Module One: Bank balance sheet risk management

We introduce the key tenets of bank ALM and proceed to delve in depth into the tools, techniques and principles available that students must be familiar with if they are to manage ALM strategy for their bank. We assess and analyse key risk and performance metrics including NII/NIM, and also present best-practice principles of interest-rate and FX hedging.

2. Asset-Liability Management II: banking products, interest rate benchmarks, FX hedging and NII/NIM management.
3. Asset-Liability Management I: strategic ALM and balance sheet management.
4. Basel III capital and liquidity rules.
5. ALM trading and hedging principles I: Money markets. ALM Simulation Game: introduction.
6. ALM trading and hedging II: Banking Book interest-rate risk management. Credit spread risk in the Banking Book.

Online multiple-choice test to obtain Award in this module.

Module Two: Bank ALM operating model and risk management governance

An essential ingredient in sound ALM structure is the effectiveness and efficiency of the Treasury operating model. This module presents business best-practice recommendations for the target operating model and the management and operation of the bank's asset-liability committee (ALCO).

7. Treasury Target Operating Model and reporting line.
8. Asset-Liability Management III: The ALCO ToR / charter; ALCO sub-committee structure. ALM Simulation game: discussion.

9. ALCO and credit risk management; loan loss provision policy. Integrating ALM, Liquidity and Credit into ERM stress testing.

Online multiple-choice test to obtain Award in this module.

Module Three: Strategic ALM and financial markets

Module Three reviews in depth the operation of the bank within the wider capital and financial markets. We review market instruments, the use and application of securitisation for balance sheet management and wider stakeholder concerns including how a bank should undertake its recovery and resolution planning. We also run through the process of obtaining a formal credit rating.

10. Capital markets for bank issuers (AT1, T2, Secured, Unsecured). Post-crash swap discounting and pricing principles.

Christmas and New Year Break

11. Securitisation: mechanics for balance sheet management.
12. Recovery and Resolution Planning.
13. Investor relations and the credit rating process.

Online multiple-choice test to obtain Award in this module.

Stage 1 online tests feedback session – BTRM Faculty

STAGE 2

Module Four: Bank liquidity risk management

Module four is perhaps the most arcane and technical, and yet easily up there with the most important, of all the BTRM modules. It covers all aspects of liquidity risk management and how this vital function should be carried out in order to ensure continuous through-the-cycle survivability. Related topics such as yield curve construction and stress testing, an essential part of the Basel III regulatory regime, are covered in depth.

14. Liquidity risk management I.
15. Liquidity risk management II: Risk metrics and limits; Collateral management and XVAs pt.1 (CVA, FVA).
16. Liquidity risk management III: optimum liabilities strategy and managing the liquidity (HQLA) buffer; XVAs pt.2.
17. Internal funds transfer pricing ("FTP") and funding policies. FTP in frontier markets.

18. Constructing the bank internal funding curve.
19. Liquidity reporting, stress testing and ILAAP. Intra-day liquidity risk. Asset encumbrance policy.
20. Collateral management: Bilateral Margin Rules and Central Clearing for OTC Derivatives. Impact of CCPs on ALM.

Online multiple-choice test to obtain Award in this module.

Module Five: Bank capital management

This module covers capital management, capital planning and capital strategy. The role of the CFO and Treasurer in this regard is examined in detail. We also present guidelines for the policy template process, where the student will learn about the latest developments in business best-practice and how these are brought to a particular committee such as ALCO.

21. Capital management I: capital structure and planning.
22. Capital management II: capital strategy.
23. Regulatory reporting for liquidity and capital.

Easter break

Online multiple-choice test to obtain Award in this module.

Module Six: Accounting and Operational Risk

The final module addresses subjects of equal significance to all banks, irrespective of size, business model or national jurisdiction. The general topic of Accounting and ALM is presented in depth, with coverage of Hedge Accounting, Trading Book capital treatment, Regulatory Reporting and IFRS9. We also discuss Operational Risk and principles required for effective policy documentation.

24. Operational risk management for Finance, Treasury and Risk teams.
25. Trading Book Capital and Regulation; ALM, Derivatives and Hedge Accounting I.
26. ALM and Hedge Accounting II; IFRS9.
27. Principles of policy documentation: liquidity and capital. Compliance principles.

Online multiple-choice test to obtain Award in this module.

Stage 2 online tests feedback session – BTRM Faculty

Exam revision and preparation session – BTRM Faculty

Examination

Following four weeks allocated for revision, in Week 30 students will sit a formal 3-hour closed book written examination. The exam is held in London for UK students and in an appropriate local centre for overseas students. The pass mark is 60%, with those achieving 80% being granted a pass with Distinction. The Wiley Prize is awarded to the highest-performing student in the Cohort.

Diploma Module

The Diploma is an optional stage of the BTRM following award of the Certificate. It consists of an 8,000-word student dissertation, the successful submission of which confers the designation Dip. BTRM. Students first submit their dissertation proposal and once approved the project will involve 300 hours of self-directed learning.

Teaching hours: 81
(27 weekly lectures x 3 hours)

Total learning hours: 301
(including 220 hours self-directed learning)

Equivalent to 30 credits

The BTRM Faculty



BTRM Designer and Founder

Moorad Choudhry

Professor Moorad Choudhry lectures on the MSc Finance programme at University of Kent Business School.

Previously Moorad was Treasurer, Corporate Banking Division at The Royal Bank of Scotland, Head of Treasury at Europe Arab Bank, Head of Treasury at KBC Financial Products and a Vice President in structured finance services at JPMorgan Chase Bank. He is a Fellow of the Chartered Institute for Securities & Investment, a Fellow of the London Institute of Banking and Finance and a Fellow of the Institute of Directors. He is author of *The Principles of Banking* (John Wiley & Sons 2012), and is on the Editorial Boards of *Journal of Structured Finance*, *International Journal of Economics & Finance* and *American Securitization*.

Moorad was educated at Claremont Fan Court school in Surrey, University of Westminster and University of Reading. He obtained his MBA from Henley Business School and his PhD from Birkbeck, University of London.



Head of Faculty

Chris Westcott

Chris Westcott has over 30 years of experience in the banking industry, with the majority of time spent in the field of Treasury management. He has held a range of senior positions in the Treasury functions of both Nat West and Royal Bank of Scotland in the UK. These have included divisional Treasurer roles and various project assignments, such as leading the development of an in-house securitisation capability and the integration of the ABN AMRO Treasury function post-acquisition.

In the lead-up to the implementation of CRD IV, Chris was the Basel 3 Programme Director for RBS, accountable for over-seeing the group-wide set of projects to achieve compliance with the new regulations. Chris joined the BTRM Faculty in 2014.



Deputy Head of Faculty

Edward Bace

Edward Bace is a finance professional specialising in credit and liquidity risk. He is an advisor to the Chartered Institute for Securities & Investment (CISI), where he is involved in professional finance qualifications. He lectures at Middlesex University Business School's Accounting & Finance Department, teaching graduate and undergraduate finance, banking and economics programmes.

Dr. Bace has been a banking and credit risk professional for many years in New York and London, and served as Head of Education for the CFA Institute in Europe, Middle East and Africa. He serves on Academic Editorial Panels for the CISI and IISES, and on PRMIA's Ethics & Professional Standards Committee. Edward has a University of Michigan PhD and a New York University Business School MBA. He is a CFA and a Charter Member of the CISI.



Suleman Baig

Suleman Baig has over 17 years experience in investment banking, over half of which has been in the securitisation and covered bond space.

Within the securitisation market, Suleman has executed a significant number of transactions in variety of asset classes spanning four continents. He has structured a number of market 'firsts' including the first ever South American covered bond (Structured Finance Deal of the Year, Latin Finance 2012).

Suleman is a Founding Partner of the Quadrin Group. He was previously with Goldman Sachs, Deutsche Bank and JPMorgan Chase within their securitization and structured finance divisions.

He is a graduate of the London School of Economics.



Dr Doo Bo Chung

Dr Doo Bo Chung is a Director in the Non-Personal Products group at the Royal Bank of Scotland's Commercial and Private Banking division. Doo Bo contributed to the implementation of an Active Credit Portfolio Management capability for the wholesale banking business and led the development of the division's integrated capital allocation framework.

Doo Bo has a background in academia and risk management having previously worked in ABN AMRO's Quantitative Risk Analytics team. Doo Bo has an MSc graduating cum laude and a PhD in Aerospace Engineering both from the Delft University of Technology. Doo Bo was also the National Physics Olympiade champion in Suriname (South America), representing Suriname in the International Physics Olympiade held in Oslo, Norway (1996).

The BTRM Faculty



Julie Ashmore Dann

Julie has over 30 years' corporate experience within financial services, most latterly as Head of SME Lending at HSBC UK. She has an MBA from Henley Management College and is an Associate of the Chartered Institute of Bankers. She also has a Diploma in Company Direction from the Institute of Directors and is a qualified executive coach. She is an adventurer in her spare time, so has significant experience in 'extreme teams' as well as business ones. She has skied to both North and South Poles, climbed Kilimanjaro and sailed across the South Atlantic as a crew member in the Clipper Round the World Yacht race 17/18 edition. She began her career in corporate banking in the UK before moving to the invoice finance industry.

In 1999 she joined the leadership team at Bibby Financial Services (BFS), part of the Bibby Line group. During her 13 years at BFS, she led the set-up of a new venture in Poland, with an all Polish team, achieving breakeven within 12 months. Moving back to the UK she became Managing Director of BFS Bristol, growing profits 7 fold over a 4 year period. Finally, as UK Operations Director she led a global change programme across the UK, Europe, US and Australia. She has worked extensively in the not for profit sector and has significant experience in the diversity and inclusion field, including as Chair of Balance UK, HSBC's gender network.



Polina Bardaeva

Polina Bardaeva is a Director in Group ALM at Sberbank in Moscow. Previously she managed liquidity, capital, interest rate risk and funds transfer pricing at Absolut bank (part of the KBC Group), MTS Bank and the Austrian subsidiary of Sberbank.

Dr Bardaeva is Head of the Masters program at Moscow State University and has authored 17 publications on finance and banking. She has a PhD from Moscow State University and is holder of the FRM designation.



Enrique Benito

Enrique Benito is with Deloitte in London where he specialises on the provision of advisory services within the Banking & Capital Markets practice. His past experience includes the set-up of the ALM function of GE Capital Bank in London. Prior to that he was with the UK Financial Services Authority, where he contributed to the development of the first post-crisis liquidity risk supervisory regime and represented the UK on negotiations relating to Basel III and CRD IV. He began his career at the Central Bank of Spain.

Enrique is a Teaching Fellow at the University of Oxford's Saïd Business School and sits at the advisory council of the Centre for the Study of Financial Innovation (CSFI).



Andrea Cremonino

Andrea is responsible for the Capital Optimisation team in the Capital Management unit at UniCredit. Further to a Ph.D in Managerial Engineering, he entered the investment banking arm of UniCredit, moving to CFO and then to CRO Departments where he took the role of ICAAP coordinator. Then, within the Supervisory Affairs team, he held the position of relationship manager with Supervisory Authorities regarding risk and finance and SREP topics. He is Member of Committees on banking supervision, risk management and finance at European level.



Peter Eisenhardt

Peter Eisenhardt is Secretary General of the International Council of Securities Associations. He has worked in treasury, money market trading, bond options trading, repo, credit, and debt origination in New York, London, and Tokyo over a 30-year career at Bank of America Merrill Lynch and J.P. Morgan.

Peter was voted by industry peers to Euroweek's "Dream Team of the Global Capital Markets" in 2004. He is past chairman of the International Capital Markets Association Euro Commercial Paper Committee. Peter holds a BA from Wesleyan University and an MBA from New York University.



Rita Gnutti

Rita Gnutti is head of group market and counterparty risk internal model methodology, risk architecture and regulatory reporting at Intesa Sanpaolo in Milan. Rita holds a degree in Economics cum laude at Università Cattolica del Sacro Cuore in Milan, where she achieved the "Premio Agostino Gemelli" as best graduate of the year.



Graham Hillier

Graham Hillier worked within the RBS and NatWest group for nearly 40 years. He joined a West Sussex branch of NatWest aged 16, prior to transferring to London two years later. During his career he gained experience in customer-facing functions across the retail, mid-corporate, large corporate and financial institutions sectors and subsequently in various Risk departments.

Graham's principal area of expertise is in credit risk management, across a diverse customer and product range. In addition to sanctioning risk limits under his discretionary power and providing advice on structuring, Graham has served on a number of Risk related committees. He holds the ACIB banking diploma qualification.

The BTRM Faculty



Kevin Liddy

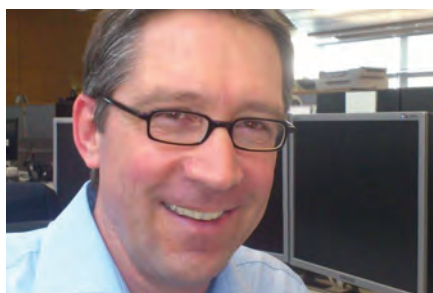
Kevin Liddy is a consultant with Solum Financial and has 30 years of experience in investment bank trading and risk management. Prior to joining Solum Financial he held trading positions at Chase Manhattan, Bear Stearns, Nat West and Royal Bank of Scotland. At Royal Bank of Scotland he was Global Co-Head of Counterparty Exposure Management responsible for the pricing, management and trading of all counterparty risk activities; in addition Kevin was Deputy Head of Delta Trading and Global Head of STIRT, responsible for all Delta trading products. Kevin holds a BSc. Hons in Applied Science from Kingston University.



Massimo Pedroni

Massimo is partner of Prometeia since January 2015 and Head of the International Business Practice since October 2014. His client base is highly diversified, including central banks, multilateral development organizations, international banking groups and small-size financial institutions.

In his multi-year experience as ALM & Treasury Risk consultant, he has worked in more than 15 different countries, leading large-scale projects in Austria, Germany, Russia, Turkey, Central Eastern Europe and Middle East countries. Before joining Prometeia, Massimo has held various consulting positions in several Tier1 banks and, more recently, the role of Head of Treasury Risk Modelling in TSB Bank. His qualifications include a BA in Economics and a Master in Quantitative Finance from the University of Modena and Reggio Emilia.



Engelbert Plassmann

Engelbert Plassmann is Director at Commerzbank's Treasury ALM department in Frankfurt. The department is responsible for controlling structural liquidity risk including Liquidity FTP and also covers regulatory developments relating to liquidity management.

Previously Dr Plassmann worked in several roles in former Dresdner Bank's risk department, including market risk modelling and economic capital allocation. Before entering banking in 2001, Engelbert pursued academic interests and earned a doctoral degree in econometrics from University of Constance, Germany.



Juan Ramirez

Juan Ramirez is currently working in one of the Big 4 Accounting firms, addressing complex financial instruments accounting and Basel III issues. Before he devoted 20 years to marketing structured derivatives solutions, including commodity, credit, equity, fixed income and FX, at JP Morgan, Lehman Brothers, Barclays Capital, Banco Santander and BNP Paribas. Juan holds a BSc in electrical engineering from ICAI and an MBA from University of Chicago.

Juan is the author of *Accounting for Derivatives* and *Handbook of Corporate Equity Derivatives and Equity Capital Markets*.



Patricia Robertson

Patricia Robertson commenced her career as an LME metals broker before joining one of the first city regulators as a compliance officer. During her time in the City she has worked in compliance for international finance houses such as Tullett's, and was a founding director of Greenwich Europe Ltd. Latterly, Patricia has worked as a compliance consultant for a variety of firms including BP, Daiwa and Bank of America.



Soumya Sarkar

Soumya has over 12 years of experience in Treasury, Risk management and Trading/Structuring in London, Singapore and Mumbai. In his most recent role he set up the Treasury function at Oak North Bank, embedding the liquidity and capital adequacy framework and being part of the team submitting the banking license to the PRA. Previously Soumya worked in ALM and balance sheet management for RBS Global Markets and in risk management of structured credit portfolios at Rabobank.



Amitabh Singhania

Amitabh Singhania is a Chartered Accountant and a seasoned, multi-disciplinary risk professional having over 20 years' experience in the financial services industry. He has been the Head of Risk with Emirates NBD Bank in London (where he held the SMF4/Chief Risk designation), Senior Credit Officer with Standard Chartered Bank in London and has also worked with Royal Bank of Scotland and ICICI Bank. Amitabh holds an Individual Charter membership of the Chartered Institute for Securities & Investment (CISI) and has qualified the Financial Risk Manager (FRM) I program of the Global Association of Risk Professionals (GARP)

Guest Lecturers

The BTRM is very privileged to be able to bring highly respected and esteemed practitioners and academics to the programme to present guest lectures on issues of topical interest. The participation of guests from industry and academia is a key factor ensuring that the BTRM programme remains current.



Professor Carol Alexander



Professor Jessica James



Valerie Maysey



Professor Joel Bessis

Past guests have included:

- **Professor Carol Alexander**

Head of the Business and Management Department at the University of Sussex and co-editor of the *Journal of Banking and Finance*

- **Professor Jessica James**

MD, Head of FX Quantitative Solutions Group at Commerzbank AG

- **Professor Joel Bessis**

HEC, Paris and author of *Risk Management in Banking*

- **Valerie Maysey**

Director Trading Risk Management at UniCredit Bank AG

- **Stephen Laughton**

Head of FIC Front Office Risk & Resource Optimisation, Commerzbank AG

- **Pete McIntyre**

Managing Director, Planixs

- **Claudio Albanese**

Visiting Professor of Financial Mathematics, Kings College London

- **Dr Jon Gregory**

Senior advisor for Solum Financial Derivatives Advisory

Advisory Board

The BTRM is privileged to be able to call on an esteemed Board of Advisors that influence the shape and direction of the programme, ensuring its relevance, currency and practitioner value.



Professor Gautam Mitra

Distinguished Professor, CARISMA, Brunel University

Gautam Mitra is the founder and MD of OptiRisk Systems. He is an internationally renowned research scientist in the field of Operational Research in general and computational optimisation and modelling in particular. He has developed a world class research group in his area of specialisation with researchers from Europe, UK, USA and India. He has published five books and over 150 research articles. He is an alumni of UCL and currently a Visiting Professor of UCL. In 2004 he was awarded the title “Distinguished Professor” by Brunel University in recognition of his contributions in the domain of computational optimisation, risk analytics and modelling. OptiRisk Systems, for which he directs research, is today a leader in the domain of financial analytics. Professor Mitra is also the founder and chairman of UNICOM Seminars.



Ruth Wandhöfer

Global Head of Regulatory & Market Strategy, Citigroup

Ruth Wandhöfer is Global Head of Regulatory and Market Strategy for Citi’s Treasury and Trade Solutions business.

Ruth was named as one of 2010s “Rising Stars” by Financial News; named in Management Today’s 2011 “35 Women under 35” list of women to watch, and one of the 100 Most Influential People in Finance 2012 as named by Treasury Risk magazine. She speaks five languages (EN, DE, F, ES, IT) and has an MA Financial Economics, an MA International Politics and an LLM in International Economic Law. She is a fellow lecturer of the Pallas LL.M Program in European Business Law and lectures at Queen Mary London School of Law. Her first book, *EU Payments Integration* (Palgrave MacMillan) was published in 2010. Her second book, *Transaction Banking and the Impact of Regulatory Change: Basel III and other challenges for the global economy* (Palgrave MacMillan) was published in 2014.



Brian Eales

Brian Eales led the Finance Team at London Metropolitan University for many years and developed its MSc Financial Markets and Derivatives programme. He has extensive practical experience of international financial markets with Commerzbank, and consultancy projects with banks including Barclays Capital, Credit Suisse First Boston, Deutsche Bank, Mizhuo and BNP Paribas.

For the past five years he has been associated with the International College of Economics and Finance part of the National Research University Higher School of Economics (Moscow) through its links with the London School of Economics and Political Science, where he lectures and carries out workshops on the use of derivative securities.

Brian holds a BA degree in Economics, an MSc in Econometrics from the London School of Economics and is a Fellow of the Royal Statistical Society.

Certification & Accreditation



University of Kent

From September 2015 the University of Kent Business School incorporated a full semester on Bank Asset-Liability Risk Management (ALM) as a core module in its MSc Finance programme. The module was designed by Professor Moorad Choudhry to be the practical real-world, and up-to-date, aspect of the Banking element of the Kent University Finance programme. The module content is based completely on the BTRM Syllabus, and like the BTRM is a practitioner-developed and practitioner-orientated programme of structured study that will enable students to develop an advanced-level understanding of the core process of banking ALM, capital and liquidity risk management. Kent Business School students will be able to apply market standard techniques to measure ALM risks and formulate strategies for management of these risks at any bank.

The BTRM is proud to be associated with the MSc programme at the University of Kent.

www.kent.ac.uk/courses/postgraduate/742/finance-and-management#!structure



CPD Certified

The CPD Certification Service was established in 1996 as the independent CPD accreditation institution operating across industry sectors to complement the CPD policies of professional and academic bodies. The CPD Certification Service provides recognised independent CPD accreditation compatible with global CPD principles.

You will be able to receive up to 301 CPD points for completing this course.

www.cpduk.co.uk



The Financial Risk Institute

The BTRM is accredited by The Financial Risk Institute.

The Financial Risk Institute (FinRisk) provides regulators and industry professionals with a forum to shape the future in financial risk management, by creating avenues to provide thought leadership on developing risk areas, discuss major risk policy matters, exchange ideas and share knowledge, and build resources to support future development. Our programme includes the *FinRisk Young Professionals Journal*, a quarterly publication building thought leadership in risk management. FinRisk is represented globally by three regional centers: in Washington DC for the Americas, London for the EMEA region, and Singapore for the Asia-Pacific region.

www.finrisk.org

Course Sponsors

WILEY The Wiley Prize

The student with the highest examination score in the cohort will be awarded the Wiley Prize, generously sponsored by our Publishing partner John Wiley & Sons Limited. With critically acclaimed books by leading thinkers on value investing, risk management, asset allocation, and many other critical subjects, the Wiley Finance series provides the financial community with information they want. Written to provide professionals and individuals with the most current thinking from the best minds in the industry, it is no wonder that the Wiley Finance series is the first and last stop for financial professionals looking to increase their financial expertise.

www.wiley.com / www.wileyglobalfinance.com

QUADRIN The Quadrin Group

Quadrin Group provides independent transactional support and portfolio compliance services to the world's top tier investment banks, hedge funds, private equity, law firms, international corporates and family offices.

www.quadringroup.com

*The first principle of
good banking is to
have principles.*

Professor Moorad Choudhry



BTRM Course Textbooks

Students receive the following core texts for use in the course:

Choudhry, M., *Anthology: Past, Present and Future Principles of Banking and Finance*, Chichester: John Wiley & Sons 2018

Bessis, J., *Risk Management in Banking*, 4th edition, Chichester: John Wiley & Sons 2015

Choudhry, M., *The Principles of Banking*, Singapore: John Wiley & Sons 2012

Choudhry, M., *Bank Asset and Liability Management*, Singapore: John Wiley & Sons 2007

Baig, S., Choudhry, M., *The Mechanics of Securitization: A Practical Guide to Structuring and Closing Asset-Backed Security Transactions*, Hoboken, NJ: John Wiley & Sons 2013

Choudhry, M., *An Introduction to Value-at-Risk*, 5th edition, Chichester: John Wiley & Sons 2013

Choudhry, M., Moskovic, D., and Wong, M., *Fixed Income Markets*, 2nd edition, Singapore: John Wiley & Sons 2014

Choudhry, M., *Analysing and Interpreting the Yield Curve*, Singapore: John Wiley & Sons 2004

Ramirez, J., *Accounting for Derivatives*, 2nd edition, Chichester: John Wiley & Sons 2015



Course Venue

Lectures are held in the heart of the City of London at CCT Venues Farringdon. The lecture suite is at:

CCT Venues Farringdon
15 St John Street
London
EC1M 4AA
England

+44 (0)20 3862 1610

www.cctvenues.co.uk/venues/farringdon



FAQ

Should I attend the programme?

BTRM is a practitioner-orientated professional qualification that will enhance the short-term and long-term career prospects of anyone working in the following fields: Treasury, Risk Management, Finance, Capital Markets, Money Markets and Middle Office.

When will the BTRM commence?

Cohort 8 starts on Wednesday 10th October 2018

How long is the course?

The examined part of the course takes place over 8 months, with the examination taking place at the end of the course.

What is the fee & early bird structure?

There is a 30% discount until 25th May 2018, a 25% discount until 27th July 2018 and a 15% discount until 14th September 2018.

Who should attend the BTRM?

The BTRM Certificate of Bank Treasury Risk Management will enhance the careers of the following:

- Treasury Senior Management
- Heads of ALM / Money Markets
- Asset-Liability Committee (ALCO) membership
- Heads of Balance Sheet Management
- Senior Risk Management
- Liquidity Managers
- Liquidity stress testing
- Balance Sheet Managers and Funds Transfer Pricing
- Money Markets / Repo Traders
- Collateral management
- Treasury consultant
- Product controllers
- Financial accountants
- Regulators in the liquidity risk space
- Policy analysts in central banks

Can I defer my Bank Treasury Risk Management educational learning?

At any stage during the BTRM you may defer your education until the next cohort. The cohort runs twice per annum (every April and October).

Where do I attend the course?

The course will take place in central London with weekly lectures at 17.30 each Wednesday for 3 hours.

How do I access the live global streaming lectures?

The live streaming will be available on Cisco WebEx, you will be given weekly login access details.

What happens if I fail The BTRM?

You will have one chance to retake the final examination.

Why consider the BTRM in preference to FRM, PRMIA, ACCA, ALMA, CFA, ACT, CertBALM or ACI qualifications?

The BTRM teaches in-depth actual practitioner best-practice in the field of bank balance sheet risk management. It addresses topics covered only lightly, if at all, in other learning programmes including subjects such as liquidity risk management, funds transfer pricing, centralised clearing, collateral management and the XVAs, to name but a few. It is taught by practitioners for practitioners.

What happens if I miss a lecture week?

All the lectures are filmed and are available for you in your BTRM member's area for the duration of the course.

Can I stagger my BTRM payments?

Yes The BTRM offers flexible payment options where candidates can pay for the course by instalments.

Option 1:

- Pay in full on Registration

Option 2:

- Full course: Pay 50% on registration and 50% in week 14
- Stage 1 Only: Pay 50% on registration and 50% in week 12
- Stage 2 Only: Pay 50% on registration and 50% in week 14 (Lecture week 27)

Option 3:

- Full course: Pay £1000 on registration, 50% of remaining balance at week 11 and the final 50% in week 24
- Stage 1 Only: Pay £1000 on registration, 50% of remaining balance at week 6 and the final 50% in week 12
- Stage 2 Only: Pay £1000 on registration, 50% of remaining balance at week 7 (Lecture week 20) and the final 50% in week 27

Is it possible to take only selected modules

The BTRM offers two flexible study options so you can decide how to complete the course:

- Full Course: Complete the 6 modules in 8 months
- Stage 1 & 2: Complete the 6 modules in 2 x 4 month stages. Please note that candidates must pass Stage 1 and then Stage 2 to become BTRM certified.

How do I register for The BTRM?

Register online or fax/scan the form (opposite) to:
Email: neil@btrm.org Fax: +44 (0) 1273 201360

What level of mathematics is required?

Students should have a numerate academic qualification and be familiar with spreadsheet problem solving.

What happens if I am unable to complete the course in eight months?

It is possible for students to defer completion of the BTRM to the next cohort at no extra charge.

Study Options

	MOST POPULAR!			
	BTRM FULL COURSE	BTRM STAGE 1	BTRM STAGE 2	BTRM SELF-STUDY PACK
PRODUCT COMPONENTS	<p>Teaching hours: 90 (27 weekly lectures x 3 hours) + 9 hours revision lectures.</p> <p>Total learning hours: 301 (including 211 hours self-directed learning).</p> <p><i>Equivalent to 30 credits.</i></p>	<p>Teaching hours: 42 (13 weekly lectures x 3 hours) + 3 hours revision lectures.</p> <p>Total learning hours: 150 (including 108 hours self-directed learning).</p> <p><i>Equivalent to 15 credits.</i></p>	<p>Teaching hours: 48 (14 weekly lectures x 3 hours) + 6 hours revision lectures.</p> <p>Total learning hours: 150 (including 102 hours self-directed learning).</p> <p><i>Equivalent to 15 credits.</i></p>	<p>Teaching hours: 9 (3 + 6 hours for stage 1 & stage 2 review sessions).</p> <p>Total recommended self-directed learning: 291 hours.</p> <p><i>Equivalent to 15 credits.</i></p>
The BTRM Handbook	✓	✓	✓	✓
Lifelong learning Library	✓	✓	✓	✓
Ad Hoc Webinars	✓	✓	✓	✓
Faculty Forums	✓	✓	✓	✓
Sample templates	✓	✓	✓	✓ <i>*in the Handbook</i>
Past exams	✓		✓	✓
Exam revision and preparation session	✓		✓	✓
Stage 1 online tests feedback session	✓	✓		
Stage 2 online tests feedback session	✓		✓	
Live lectures	✓	✓	✓	
Recorded lectures	✓	✓	✓	
Class notes	✓	✓	✓	
Student portal	✓	✓	✓	
Mentoring and support from our Faculty	✓	✓	✓	
9 supplementary texts	✓	✓	✓	
Entrance to the final examination to become fully certified and awarded the BTRM designation	✓	<i>*Students completing only Stage 1 are awarded a certificate of attendance.</i>	✓	✓
PRICE	£3000.00	Stage 1 Fee: £1750.00	Stage 2 Fee: £1750.00	£1000.00

The BTRM Self-Study Pack

Designed for students who need further flexibility, this self-study option contains all you need to prepare for the final BTRM Examination.

This value pack Includes:

- The BTRM Student Handbook: A comprehensive full colour 372 page guide to all BTRM lectures
- Online multiple-choice tests for all 6 modules (all module tests must be passed to allow access to the final examination)
- BTRM catch up webinars with the faculty
- Past examination papers
- Exam revision and preparation sessions
- Entrance to the final examination to become fully certified and awarded the BTRM designation
- Next examination date: Wednesday 22nd May 2019
- Take the examination, secure in the knowledge that you get one retake

Equivalent to 15 credits.

Teaching hours: 9 (3 + 6 hours for stage 1 & stage 2 review sessions).

Total recommended self-directed learning: 291 hours.



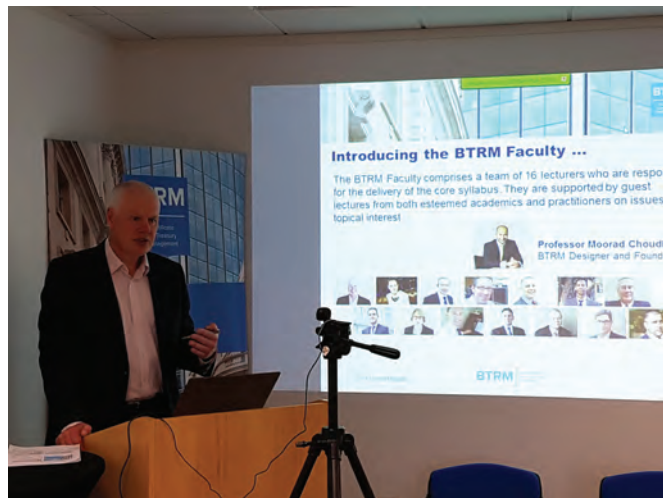
The BTRM Academy

The BTRM Academy is dedicated to working with the bank risk management and ALM community, keeping practitioners up to date with cutting-edge industry knowledge.

It features the BTRM Working Paper Series, BTRM Learning Curves, BTRM industry topic videos and BTRM Faculty Forum videos. The site provides policy templates that can be applied as practical solutions in virtually any commercial bank. Industry events are show-cased for members to attend and our online community, the interactive BTRM Academy Forum is for the exchange of views, ideas and an opportunity to ask any questions surrounding bank balance sheet risk. In delivering the BTRM as the benchmark certificate qualification in bank treasury and ALM, we aim to raise standards of excellence in the industry.

Become a member of the BTRM Academy for free and:

- Become part of a network of bank risk management and ALM professionals around the world
- Access the BTRM Working Paper Series
- Access BTRM Learning Curves
- Watch BTRM industry topic videos
- Watch BTRM Faculty Forum Videos
- Access Policy templates
- Peruse the List of Industry Events
- Contribute to our online community, the interactive BTRM Academy Forum
- Receive exclusive discounts on books and industry events



BTRM | Academy

Registration Form

BTRM

The Certificate
of Bank Treasury
Risk Management

Start Date: Wednesday 10th October 2018

Regular Course Fee

☐ Full Course Fee: £3000.00

☐ Stage 1 Fee: £1750.00

☐ Stage 2 Fee: £1750.00

☐ Self study pack: £1000.00

TO REGISTER, PLEASE CONTACT:

Forte Markets UK
Level 33,
25 Canada Square,
Canary Wharf,
London E14 5LB
United Kingdom

Phone: +44 (0) 20 7038 8066
Email: info@fortemarkets.com

Forte Markets UAE
Level 41,
Emirates Tower
Sheikh Zayed Road,
Dubai P.O. Box 31303
UAE

Phone: +971 (0) 4313 2835
Email: uae@fortemarkets.com

VOLUME DISCOUNT:

If two or more people from your institution wish to take The BTRM course please contact us.

FLEXIBLE PAYMENT OPTIONS:

☐

Option 1:

- Pay in full on Registration

☐

Option 2:

- Full course: Pay 50% on registration and 50% in week 14
- Stage 1 Only: Pay 50% on registration and 50% in week 12
- Stage 2 Only: Pay 50% on registration and 50% in week 14 (Lecture week 27)
- Self-study pack: Pay 50% on registration and 50% prior to taking the final examination

☐

Option 3:

- Full course: Pay £1000 on registration, 50% of remaining balance at week 11 and the final 50% in week 24
- Stage 1 Only: Pay £1000 on registration, 50% of remaining balance at week 6 and the final 50% in week 12
- Stage 2 Only: Pay £1000 on registration, 50% of remaining balance at week 7 (Lecture week 20) and the final 50% in week 27
- Self-study pack: Pay £1000 on registration, 50% of remaining balance to qualify for Stage 2 and the final 50% prior to taking the final examination

DELEGATE DETAILS
NAME:
ORGANISATION:
JOB TITLE:
DEPARTMENT:
ADDRESS:
POSTCODE:
TELEPHONE:
E-MAIL:
NATIONALITY:
DATE:
SIGNATURE:

The Certificate of Bank Treasury Risk Management
powered by The WBS Training group

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UAE T: +971 (0) 4313 2835 / E: uae@fortemarkets.com



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