معهد الإمارات للدراسات
المصرفية والمالية
**Emirates Institute for
Banking and Financial Studies**

eibfs

ANNUAL
TRAINING
PLAN 2023 Insurance

SINCE 1983

READY FOR
FUTURE

🌐 www.eibfs.ae

ABOUT US

Emirates Institute for Financial (EIF), stands tall amongst its contemporaries in the field of finanacial education with a glorious legacy that spans over 40 years.

EIF offers world class training and educational programs, through its state of the art campuses in Dubai, Sharjah and Abu Dhabi and through digital platforms such as E-Learning platform insight.
EIF covers the entire spectrum of the banking and financial domain and has partnerships with world class training and academic institutions across the world aimed at sharing best practices and domain expertise.

EIF has been at the forefront of Emiratization initiatives in the banking sector and has contributed immensely to the national objective of developing a truly world class talent pool. EIF has added great value to the lives of thousands of learners by helping them with accelerated career growth in banking financial services. With 33,000 learners attending various programs in 2022, EIF has earned the laurel of being amongst the largest training providers in the region.

جائـزة دبـي للجـودة

DUBAI QUALITY AWARD

Institute won the Dubai Quality Appreciation Award 2021, the most prestigious Dubai Business Excellence Award constituted by Dubai Economy. The award ceremony was held virtually under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai on June 28th, 2021. The institute winning the award in appreciation of the transformational approach it adopted to develop the skills of national cadres through the best educational systems and cooperation with the best financial and educational institutions globally.

EIF was awarded based on several criteria evaluated by the award Committee, which included Leadership, Strategy, People, Partnership and Resources, Process, Products & Services, Customer Results, People Results, Society Results, and Business Results. To win the award, organizations are required to show strong evidence of exceptional performance in terms of customer satisfaction, product innovation, leadership, and strategy.

WINNER OF THE YEAR 2021

الفـائـز لعـــام 2021

FROM CHAIRMAN'S DESK

"The Emirates Institute for Financial (EIF) offers an innovative model for the financial sector in the United Arab Emirates through its vital role in training and qualifying employees working in the banking and insurance sectors, with a focus on Emirati cadres, to enhance their skills and expertise to lead this strategic sector in the country.

Over the past years, the Institute has sought to build robust relations with international learning partners to provide leading training programmes and to equip trainees with the latest financial knowledge and experiences, as well as professional certificates, following international best practices.

The past years witnessed the empowerment of a large number of trainees who have been equipped with the necessary skills to keep pace with the growing digital technology through training programmes, which are being developed annually to meet the sector's variable needs and growth.

In addition to that, the learning outcomes of the EIFBS's programmes showed the trainees' ability to understand the challenges and that they have a future vision that qualifies them to contribute to the sector's growth, which confirms the depth of our training programmes.

The 2023 training plan in lines with the global growth of the relevant sectors and provides a comprehensive view of the international standards applied by the financial sector worldwide. It also considers plans aimed at the development of the future UAE national leaders in Banks, Insurance companies and other Financial institutions in the country."

H.E Khaled Mohamed Balama
Governor - Central Bank of UAE
Chairman EIF

FROM GM'S DESK

" It gives me immense pleasure in presenting the Emirates Institute for Financial [EIF] learning solutions for 2023 under the theme "Develop talent pool who are professionally qualified for the role, skilled for the job and future ready".

On behalf of EIF, I would like to thank and appreciate the UAE's banking and financial sector for their wholehearted, unstinted support and collaboration, which has helped us achieve significant milestones over the years. At EIF, we believe this is a testament of the farsighted vision of our leadership, coupled with our agility and commitment to develop future-ready talent in the UAE's banking and financial sector.

Amidst the evolving business and operational landscape in the UAE and region, and the need for new skills and competencies, particularly in the financial sector, EIF has created a structured learning solutions program for 2023 which reflects the skills required for future banking and finance professionals around digital capabilities, artificial intelligence, blockchain, robotic process automation and others.

The EIF learning solutions for 2023 are focused on and aligned to the national vision of developing high quality Emirati talent pool, who are ready for the future. With a strong focus on skilling, upskilling and reskilling Emirati talent in the UAE's financial sector, the EIF learning solutions for 2023 are in line with the 'Projects of the 50' initiatives to accelerate the UAE's development path.

As part of our 'Harnessing Human Mission', the focus is on building a strong and robust national economy, in line with the highest international standards. As part of the initiative, 5000 new private sector jobs will be created by 2026, to enhance the diversity and growth of the banking and insurance sector and the UAE's economic competitiveness.

With an aim to create competency-driven qualifications for jobs in the UAE's banking and financial sector, EIF will be conducting a total of **680** sessions, which includes **373** classroom sessions and **343** virtual interactive live training [VILT] sessions. **208** sessions will be held at the Dubai campus, while **89** will be at Abu Dhabi campus and **40** sessions at Sharjah campus.

The 2023 learning plan encompasses programs in the areas of new future skills, responsible banking, advanced technology, and sustainability. All the programs have been designed in close collaboration with the industry to holistically cater to the needs and demands. We also work closely with Central Bank of the UAE, Ministry of Human Resources and Emiratisation and other relevant stakeholders, including our partner banks and financial institutions to develop the UAE national talent in the country's financial sector.

We would like to thank the banking and financial sector in the UAE for its collaboration and support in designing the 2023 learning solutions. On behalf of EIF, I earnestly call upon the industry to join us in this transformational journey to develop a talent pool of banking and financial experts who are agile, future-ready and upskilled to take on the emerging challenges in the evolved business landscape.

"

Noura Alblooshi
Acting General Manager, EIF

MISSION, VISION, EIF VALUES

MISSION

- ▶ To constantly provide excellent banking and financial development programs to the satisfaction of our customers.

- ▶ To contribute effectively to Emiratization in the banking and finance sector.

- ▶ To upgrade and disseminate specialized knowledge in the banking and finance sector.

VISION

- ▶ To be a leading institution in providing world-class education and training in banking and finance at local, regional and international level.

EIF VALUES

- ▶ Professionalism
- ▶ Integrity
- ▶ Team spirit
- ▶ Accountability
- ▶ Transparency (including openness)
- ▶ Creativity
- ▶ Quality service
- ▶ Lifetime learning
- ▶ Building success
- ▶ Embracing
- ▶ Globalization

OBJECTIVES

- ▶ To raise the standard of performance of the workforce employed in the banking sector.

- ▶ To qualify UAE nationals for successful careers in the banking and financial sector.

- ▶ To attract UAE nationals who are not employed in banks, train them to apply the concepts and methods of banking, thereby augmenting the existing pool of skilled nationals.

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01

EIF
FUTURE
SKILLS
FRAMEWORK

EIF FUTURE SKILLS FRAMEWORK

Objectives

1 To identify the continuously evolving future skills needed for bankers in the digital first era of banking.

2 To develop and deliver learning solutions targeted at skilling, up-skilling and re-skilling the workforce, with a focus on the Emiratization agenda
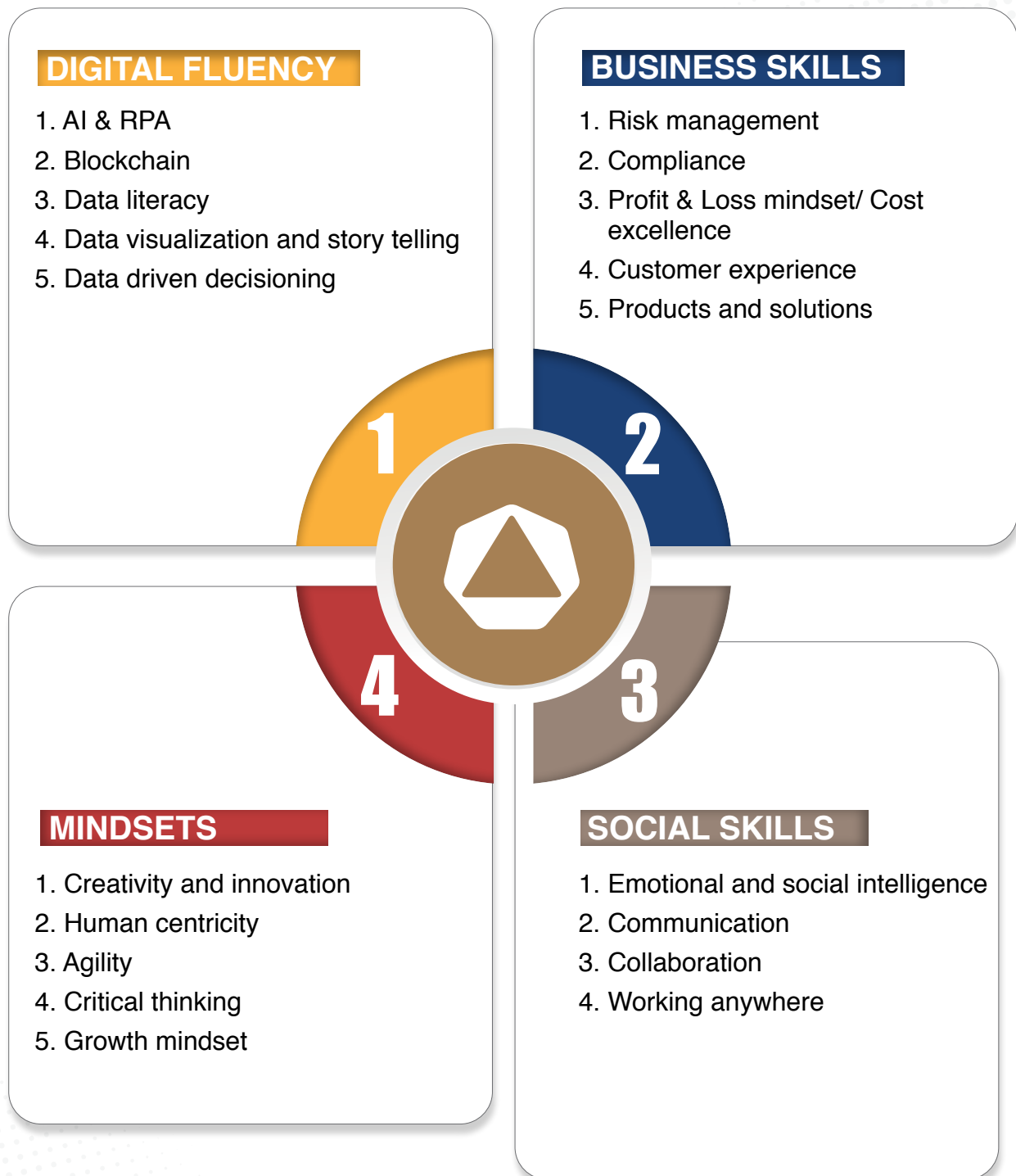
3 To act as a platform to bring world class experts, resources, and best practices to bridge the knowledge gaps.

OUR PARTNERS

UNIVERSITY OF OXFORD · Chartered Banker · DIFC Academy · pwc · Chartered Insurance Institute

EIF FUTURE SKILLS FRAMEWORK

DIGITAL FLUENCY

1. AI & RPA
2. Blockchain
3. Data literacy
4. Data visualization and story telling
5. Data driven decisioning

BUSINESS SKILLS

1. Risk management
2. Compliance
3. Profit & Loss mindset/ Cost excellence
4. Customer experience
5. Products and solutions

MINDSETS

1. Creativity and innovation
2. Human centricity
3. Agility
4. Critical thinking
5. Growth mindset

SOCIAL SKILLS

1. Emotional and social intelligence
2. Communication
3. Collaboration
4. Working anywhere

References:

McKinsey Future of banking talent/ Cambridge: Future skills framework for workforce nationalization in UAE.

SINCE

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02
PROFESSIONAL CERTIFICATIONS

MAJOR BOOST FOR UAE INSURANCE & FINANCIAL PLANNING SECTORS WITH CII AND EIF PARTNERSHIP AGREEMENT

EIF has collaborated with Chartered Insurance Institute (CII) to provide training for various certification programs. By combining the relevant EIF Annual training plan courses and later by attending the boot camps the learners can be well prepared for the certification examinations. The following certificates are being offered

(W01) AWARD IN GENERAL INSURANCE (NON-UK)
(W04) AWARD IN CUSTOMER SERVICES IN INSURANCE (NON-UK)
(WCE) INSURANCE CLAIM HANDLING (NON-UK)
(AWF) AWARD IN FINANCIAL PLANNING (NON-UK)
(WUE) INSURANCE UNDERWRITING (NON-UK)
(AWP) AWARD IN INVESTMENT PLANNING (NON-UK)

(AWF) AWARD IN FINANCIAL PLANNING (NON-UK)

Chartered Insurance Institute

OVERVIEW

The Award in Financial Planning provides foundation knowledge in the core financial and life assurance products. You will also learn what constitutes profession-al practice, providing you with a framework for ethical behavior. The Award is suitable for anyone working outside the UK in the insurance and financial services sector. This qualification can only be awarded to non-UK residents. Also available in Arabic, (AWA) Award in Financial Planning.

COMPLETION REQUIREMENTS

The Award comprises one core unit, providing 15 CII credits on successful completion. These credits can be used towards further CII qualifications.

SUMMARY OF LEARNING OUTCOMES

At the end of this unit, candidates will be able to demonstrate knowledge and understanding of:

» The client's needs
» The fact-finding process
» Good practice
» Protection products Savings and investment products
» Pension products

INCLUDED WITHIN YOUR ENROLMENT:

» Study text — digital only or printed and digital
» Assessment entry
» Online support including exam guide.

ASSESSMENT

• 2-hour exam
• 75 multiple choice questions
• 70% nominal pass mark (the actual pass mark may vary from one session to another to ensure consistency in pass stand-ards)
 • The pass rate for those completing the unit is currently 70%

(AWP) AWARD IN INVESTMENT PLANNING (NON-UK)

Chartered Insurance Institute

OVERVIEW

The Award in Investment Planning (non-UK) helps you to develop and demonstrate your knowledge of investment products. You'll learn what constitutes professional practice and ethical behavior. The Award is suitable for experienced non-UK Financial Advisers and Insurance Agents advising on, or aspiring to advise on, investment planning. This qualification can only be awarded to non-UK residents.

COMPLETION REQUIREMENTS

The Award comprises one core unit, providing 10 CII credits on successful completion. These credits can be used towards further CII qualifications

SUMMARY OF LEARNING OUTCOMES

» Main macro-economic factors that impact upon investment returns.
» Cash deposits, government securities and corpo-rate bonds.
» Equity-based investment and property investment. » Collective investment products and alternative investments.
» The risks faced by investors and the importance of asset allocation.
INCLUDED WITHIN YOUR ENROLMENT:
» Study text — digital only or printed and digital
» Assessment entry
» Online support including exam guide

ASSESSMENT

• 1-hour exam
• 42 multiple choice questions (MCQs) along with 2 case studies each comprising 4 MCQs
• 70% nominal pass mark (the actual pass mark may vary from one session to another to ensure consistency in pass stand-ards)ards)
 • The pass rate for those completing the unit is currently 70%

(WCE) INSURANCE CLAIM HANDLING (NON-UK)

OVERVIEW

Insurance Claims Handling (non-UK) (WCE) provides you with knowledge and understanding of the basic principles of the claims handling process which can be applied in your region. This course is relevant for anyone seeking to develop their knowledge and skills for a rewarding career in the insurance profession outside the UK or in a support role. Insurance Claims Handling (non-UK) ONCE) counts towards achieving

the Certificate in Insurance.

COMPLETION REQUIREMENTS

The Award comprises one core unit, providing 15 CII credits on successful completion. These credits can be used towards further CII qualifications.

SUMMARY OF LEARNING OUTCOMES

» Understand the general principles in the claims handling process.
» Understand insurance products and associated services.
» Understand claims considerations and administration. Understand claims handling
 procedures and related claims service.
» Understand the claims function and how it may be structured.
» Understand claims settlement.
» Understand how expenses are managed.

INCLUDED WITHIN YOUR ENROLMENT:

» Study text — digital only or printed and digital
» Assessment entry
» Online support including exam guide.

ASSESSMENT

• 2-hour exam
• 75 multiple choice questions
• 70% nominal pass mark

(WUE) INSURANCE UNDERWRITING (NON-UK)

OVERVIEW

Insurance Underwriting (non-UK) (WUE) provides you with knowledge and understanding of the role of under-writing including identification, assessment and acceptance of risk,
rating and relevant financial factors which can be applied to your region. This course is
relevant for anyone seeking to develop their knowledge and skills for a rewarding career in the insurance profession outside the UK or in a support role. Insurance Underwriting
(non-UK) (WUE) counts towards achieving the Certificate in Insurance.

SUMMARY OF LEARNING OUTCOMES

» Understand the material facts and information relating to the insurance underwriting
 process.
» Understand underwriting procedures relating to the insurance underwriting process.
» Understand insurance policies in relation to the insurance underwriting process.
» Understand renewals and cancellation in relation to the insurance underwriting process.
» Understand personal insurances in relation to the insurance underwriting process.
» Understand commercial insurances in relation to the insurance underwriting process.
» Understand the main support/ancillary services available in the insurance services.
» Understand underwriting considerations in relation to the insurance underwriting process.
» Understand the principles and practices of pricing.
» Understand pricing factors within the context of the insurance underwriting process.
» Understand managing exposure within the context of the insurance underwriting process.

INCLUDED WITHIN YOUR ENROLMENT:

» Study text — digital only or printed and digital
» Assessment entry
» Online support including exam guide.

ASSESSMENT

• 2 - hour exam
• 75 multiple choice questions
• 70% nominal pass mark

(W01) AWARD IN GENERAL INSURANCE (NON-UK)

OVERVIEW

The Award in General Insurance is an introductory-level qualification that helps develop your understanding of insurance principles, procedures, and products. It's particularly suitable if you're a Non-UK insurance practitioner at the beginning of your career or seeking to build on existing knowledge through formal study. It also meets the operating standards set by the local regulator. Also available in Arabic. (W02)

SUMMARY OF LEARNING OUTCOMES

» Understand the material facts and information relating to the insurance underwriting process.
» Understand underwriting procedures relating to the insurance underwriting process.
» Understand insurance policies in relation to the insurance underwriting process.
» Understand renewals and cancellation in relation to the insurance underwriting process.
» Understand personal insurances in relation to the insurance underwriting process.
» Understand commercial insurances in relation to the insurance underwriting process.
» Understand the main support/ancillary services available in the insurance services.
» Understand underwriting considerations in relation to the insurance underwriting process.
» Understand the principles and practices of pricing.
» Understand pricing factors within the context of the insurance underwriting process.
» Understand managing exposure within the context of the insurance underwriting process.

INCLUDED WITHIN YOUR ENROLMENT:

» Study text — digital only or printed and digital
» Assessment entry
» Online support including exam guide.

ASSESSMENT

• 2-hour exam
• 100 multiple choice questions
• 70% nominal pass mark

(W04) AWARD IN CUSTOMER SERVICES IN INSURANCE (NON-UK)

OVERVIEW

The Award in Customer Service in Insurance (non-UK) provides an essential introduction to the customer service function specific to insurance companies, intermediaries and providers. It helps build knowledge and under-standing of the key processes and requirements related to good customer service. Designed for those working in non-UK customer-facing roles, the Award is suitable for sales support and claims settlement staff, as well as new entrants to the profession.

COMPLETION REQUIREMENTS

The Award comprises one core unit providing 15 CII credits on successful completion. These credits can be used towards further CII qualifications

SUMMARY OF LEARNING OUTCOMES

» Know how to fulfil customer requirements in the insurance sector
» Understand the importance of customer feedback to improve service in the insurance sector »Understand the importance of good communication to maintain and build client relationships in the insurance profession
» Know how to deal with conflict within an insurance environment
»Understand the importance of keeping accurate and confidential records when dealing with customers » Know how to manage own workload and time to meet business requirements and timescales
» Know how to work with others to achieve team and organisational objectives
» Understand the sales process Know how to increase sales activities

INCLUDED WITHIN YOUR ENROLMENT:

» Study text — digital only or printed and digital
» Assessment entry
» Online support including exam guide.

ASSESSMENT

• 90-minute exam
• 50 multiple choice questions based on 10 case studies
• 70% nominal pass mark

Chartered Banker

CERTIFICATE IN GREEN AND SUSTAINABLE FINANCE

ABOUT THE PROGRAM

This certification is focused at developing the learner's knowledge, understanding and skills relating to green and sustainable finance by providing an overview of, and introduction to, the underpinning science, principles, and practice of the field. It aims to increase the learner's knowledge and understanding of the range of green and sustainable products and services in the banking, investment, and insurance sectors supporting the transition to a low-carbon world.

On completion of this certification, the learner should be able to:

» explain what is meant by 'green' and 'sustainable' finance, and the ways in which the finance sector can support the transition to a sustainable, low carbon economy.

» Explain the role of a range of key players and policy and regulatory frameworks in building and supporting a sustainable financial system,.

» Explain the importance of monitoring, measuring, and reporting the flow of investment to support the transition to a sustainable, low-carbon world.

» Examine the nature and importance of key climate related and environmental risks, and how different types of financial services activity, products and services can improve the quality and functioning of the natural environment and natural systems.

» Describe the role of the financial service sector, in supporting the development of green and sustainable finance and the transition to a low carbon economy Mode of delivery.

» Self-paced E-learning followed by a two-day Final exam preparatory training.

PROGRAM DURATION

As the program is primarily self-paced E-learning, it can be completed in minimum of 3 months and a maximum of 12 months.

PROGRAM INVESTMENT

AED 6500 + VAT / Person

Chartered Banker

CERTIFICATE IN CLIMATE RISK

SUMMARY

Managing climate-related risks and supporting the transition to a low-carbon world are amongst our most significant global challenges. Central banks and financial regulators consider the identification, measurement, and disclosure of these risks to be a priority. Recognising the strategic importance of this topic, the Chartered Body Alliance have developed their first joint qualification, the Certificate in Climate Risk. This qualification is aimed at financial services risk professionals (or aspiring risk professionals) globally who wish to develop and demonstrate their knowledge of climate risk.

OBJECTIVE

On completion of this certification, the learner will be able to:

» Describe climate change and its impacts on the environment, economy, society, and the financial services sector.

» Identify, describe, and classify climate-related financial and non-financial risks, and the impacts of these on the economy, society, and the financial services sector.

» Examine the challenges in measuring, monitoring, and reporting climate risks, and the availability and quality of data.

» Outline common approaches to modelling climate risks, including the use of scenario analysis.

» Examine regulatory approaches and responses to climate risk at global, regional, and national levels, and their impacts on the financial services sector.

» Discuss the opportunities for the financial services sector in supporting the transition to a sustainable, low carbon world.

MODE OF DELIVERY

Self-paced E-learning followed by a two-day Final exam preparatory training.

PROGRAM DURATION

As the program is primarily self-paced E-learning, it can be completed in minimum of 3 months and a maximum of 12 months.

PROGRAM INVESTMENT

AED 6500 + VAT / Person

LEAN SIX SIGMA GREEN BELT CERTIFICATION FROM INTERNATIONAL QUALITY FEDERATION, USA

OVERVIEW
Green Belts play a very important in any six sigma project. This certification has been developed to equip the participants with the skills/ competency expected from a green belt. The certification focusses on the basic tools and techniques of the DMAIC (Define, Measure, Analyze, Improve and Control) methodology and how they can be implemented in banking.

The programs is custom designed for bankers and looks at real life examples of how six sigma can be implemented in the banking/financial sphere.

COURSE CONTENT

I. Define Phase
»   The Basics of Six Sigma
»   The Fundamentals of Six Sigma
»   Selecting Lean Six Sigma Projects
»   The Lean Enterprise

III. Analyze Phase
»   Patterns of Variation
»   Inferential Statistics
»   Hypothesis Testing
»   Hypothesis Testing with Normal Data
»   Hypothesis Testing with Non-Normal Data

II. Measure Phase
»   Process Definition
»   Six Sigma Statistics
»   Measurement System Analysis
»   Process Capability

IV. Improve Phase
»   Simple Linear Regression
»   Multiple Regression Analysis

V. Control Phase
»   Statistical Process Control (SPC)
»   Six Sigma Control Plans

TARGETED AUDIENCE
Upon completion of the program, the participants will be required to pass the IQF exam which is administered online. Participants will also be encouraged to lead and complete one project within 1 year of course completion, coaching for which will be provided by EIBFS faculty.

PREREQUISITES
A basic understanding of quality or Lean six sigma training from EIBFS

METHOD OF DELIVERY
Interactive program based on lectures, case studies.

DURATION
60 hours

TARGETED AUDIENCE
Process managers, Project leaders, Operations managers

PROGRAM INVESTMENT
AED 7000/ Person

CERTIFIED ANTI-MONEY LAUNDERING SPECIALIST (CAMS) IN COLLABORATION WITH ACAMS, USA

OVERVIEW
In 2001, ACAMS set out with the mission to establish an international standard for testing the knowledge of those entrusted with the detection and prevention of money laundering. Since its inception, CAMS has become the gold standard in AML certifications and the preparation process strengthens core capacity to combat financial crime and protect the institutions from AML.

»   Risks and Methods of Money Laundering and Terrorism Financing
»   Money Laundering and Terrorism Financing Methods Recognition of Risks
»   Compliance Standards for Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) International Regional AML Compliance Program
»   AML / CFT Compliance Program Design in Different Industry Settings Maintenance of an Effective AML / CFT
»   Compliance Program
»   Conducting or Supporting the Investigation Process
»   SAR and STR Filing
»   Assistance of Institutional Investigations
»   Assistance of Legal and Government Inquiries Domestically and Internationally

TARGETED AUDIENCE
Anti-Money Laundering Officers, Compliance Officers, Government Regulators, Enforcement/Intelligence Agents, Internal & External Auditors, Intelligence Officers, Risk Management Specialists, Attorneys and Certified Public Accountants, Investment Advisors, Real Estate Compliance Specialists and Consultants

PREREQUISITES
2 years' experience related to Anti Money Laundering/ compliance area

DURATION
15 hrs training. 6:00 pm – 9:00 pm.   Once a week

METHODOLOGY
Interactive program based on lectures, extensive use of case studies, class work, exercises, progress assessment, final exam

INVESTMENT
AED 7500 + VAT / per person (includes training, 1 year membership with CAMS, exam registration & mock exam)

CERTIFICATE IN BLOCKCHAIN

pwc

OVERVIEW

Blockchain technology is creating disruptive changes in the financial services industry. The use cases of Blockchain in the financial services industry include areas like KYC, Compliance, Trade Finance, Investment Banking and much more. EIBFS has partnered with PWC Academy, a global leader in fintech consulting, research and practice to deliver the joint certificate program for the learners in UAE.

The learners will develop understanding about the Blockchain technology and its use cases in various domains, thus making them well equipped for future roles.

The successful participants will be awarded the Certificate in Blockchain jointly by PWC & EIBFS, after an intensive coursework which includes pre-course reading, classroom sessions, post course case study and final examination. The investment in the program is AED 7500 /per person which includes training, materials and registration costs for the exam.

CERTIFICATE IN FINTECH

pwc

OVERVIEW

Financial Technology (FinTech) has disrupted the financial services industry across all levels. The scope and application of fintech includes almost all key areas of banking and financial services industry.

EIBFS has partnered with PWC Academy, a global leader in fintech consulting, research and practice to deliver the joint certificate program for the learners in UAE. This certificate program delivered by the experts would discuss the Fintech applications, fintech ecosystem, key technologies driving the change and fintech strategies in their organizations.

The successful participants will be awarded the Certificate in Fintech jointly by PWC & EIBFS, after an intensive coursework which includes pre-course reading, classroom sessions, post course case study and final examination. The investment in the program is AED 7500 /per person which includes training, materials & registration costs for the exam.

CERTIFICATE IN DATA ANALYTICS

pwc

OVERVIEW

Data is the most important resource in the world. It is perceived as the 'new oil'. Data analytics is emerging as the most trending buzzword in the corporate world given its impact on making effective decisions.

This certificate program will discuss how data analytics can be used for effective decision-making.

The participants will learn through hands on approach how to prepare data, analyze and use it for descriptive, and predictive analytics.

The successful participants will be awarded the Certificate in Data Analytics jointly by PWC & EIBFS, after an intensive coursework which includes pre-course reading, classroom sessions, post course case study and final examination. The investment in the program is AED 7500 + VAT / per person which includes training, materials and registration costs for the exam.

PROGRAM METHODOLOGY

PRE-COURSE READING
ONE WEEK

CLASSROOM TRAINING
TWO DAYS

POST PROGRAM CASE STUDY WORK
TWO WEEKS

FINAL ASSESSMENT
THE SUCCESSFUL LEARNERS WOULD RECEIVE THE CERTIFICATE JOINTLY FROM EIBFS AND PWC.

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03

EIF CERTIFICATION BOOTCAMPS

EIF CERTIFICATION BOOTCAMPS

■ EIF offers many courses which are uniquely designed to give holistic grounding on the subjects. These courses also offer the learners the knowledge areas to prepare for the various professional Certifications such as the one from CII etc. This will be followed by a bootcamp where the focus is on the examination for the certification.

■ **The learning is proposed to be delivered in a two-step process**

1 **Attend the relevant training at EIF**

2 **Attend the EIF**

01
1. Investment Planning - 4609
Bootcamp for CII

2. Award in Investment Planning
(non-UK)

02
1. Financial Planning - 4607
Bootcamp for CII

2. Award in Financial Planning
(non-UK) (AWF)

03
1. Underwriting - Non Life - 4735
Bootcamp for CII

2. Insurance Underwriting
(non-UK) (WUE)

04
1. Claims - Non Life - 4751
Bootcamp for CII

2. Claim handling (WCE)

05
1. Undewriting - Non life - 4735
Bootcamp for CII

2. Award in General Insurance
(non- UK) (W01)

SINCE
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04

BLENDED LEARNING PATHWAYS

PATHWAY FRAMEWORK

EIF LEARNING PATHWAY

01 DURATION

02 ASSESSMENT

03 PROGRAM INVESTMENT

04 TARGET AUDIENCE

01. DURATION

◗ The learning pathway is designed over a period of close to 1 to 2 quarters.
◗ The successful learners will be awarded a Certificate by EIF post the final assessments.

02. ASSESSMENT

◗ There will be formative and summative assessments during the journey.
◗ Completion of all the courses is mandatory to qualify for certification.
◗ Summative assessment will be an objective online exam conducted 4 times in a year covering all the topics covered in the learning pathway

03. PROGRAM INVESTMENT

◗ As these programs are part of EIF Annual Training Plan, there wont be any additional training cost.
◗ However, an exam and certification fee of AED 1000 + VAT per person will apply for candidates appearing for the Certification.

04. TARGET AUDIENCE

◗ The Learning Pathway is targeted at an intermediate to advanced level focused on creating a working knowledge of the domain.
◗ The ideal target audience is individual contributors with 1-2 years' experience and/or new graduates being groomed for functional areas.
◗ Existing employees in the domain looking forward to updating their skills and getting certified can also join the pathway.

CREATING BUSINESS IMPACT FROM PATHWAY: SUGGESTIONS

1. Job Placement in respective domain while undertaking the learning journey

• To ensure effective learning which translates to business impact, it is important that the learner is placed in some role as the domain while undergoing the learning journey.

2. Line Manager Involvement: Debriefing sessions

• As the topics are highly technical in nature and involve practical aspects, the learning effectiveness is when the line manager gets involved in the teaming

• It is suggested that after each topic there is a one on one debriefing session

EIF LEARNING PATHWAYS

CERTIFIED MOTOR INSURANCE SPECIALIST

Related Roles:

Motor Insurance Executive, Motor Underwriters, Aspiring Motor Insurance Underwriting and claims Managers and anyone interesting in learning the topic in greater detail.

Upon completion of the learning pathway, the learners should be able to:

▶ Understand the principles of motor insurance and the application of such principles to daily decisions.
▶ Acquire the key competencies required to effectively sell motor insurance products.
▶ Understand and apply underwriting principles and learn motor insurance pricing.
▶ Understand and acquire key competencies to be effective in motor insurance claims and claims management.
▶ Understand the impact of motor insurance regulation and understand the operational risk involved in motor business

05 **Motor Insurance: Compliance and Operational Risk Management**

04 **Motor Insurance claims Management**

03 **Motor Insurance Underwriting Principles & Pricing**

02 **Business Development in Motor Insurance**

01 **Motor Insurance & Principles 101**
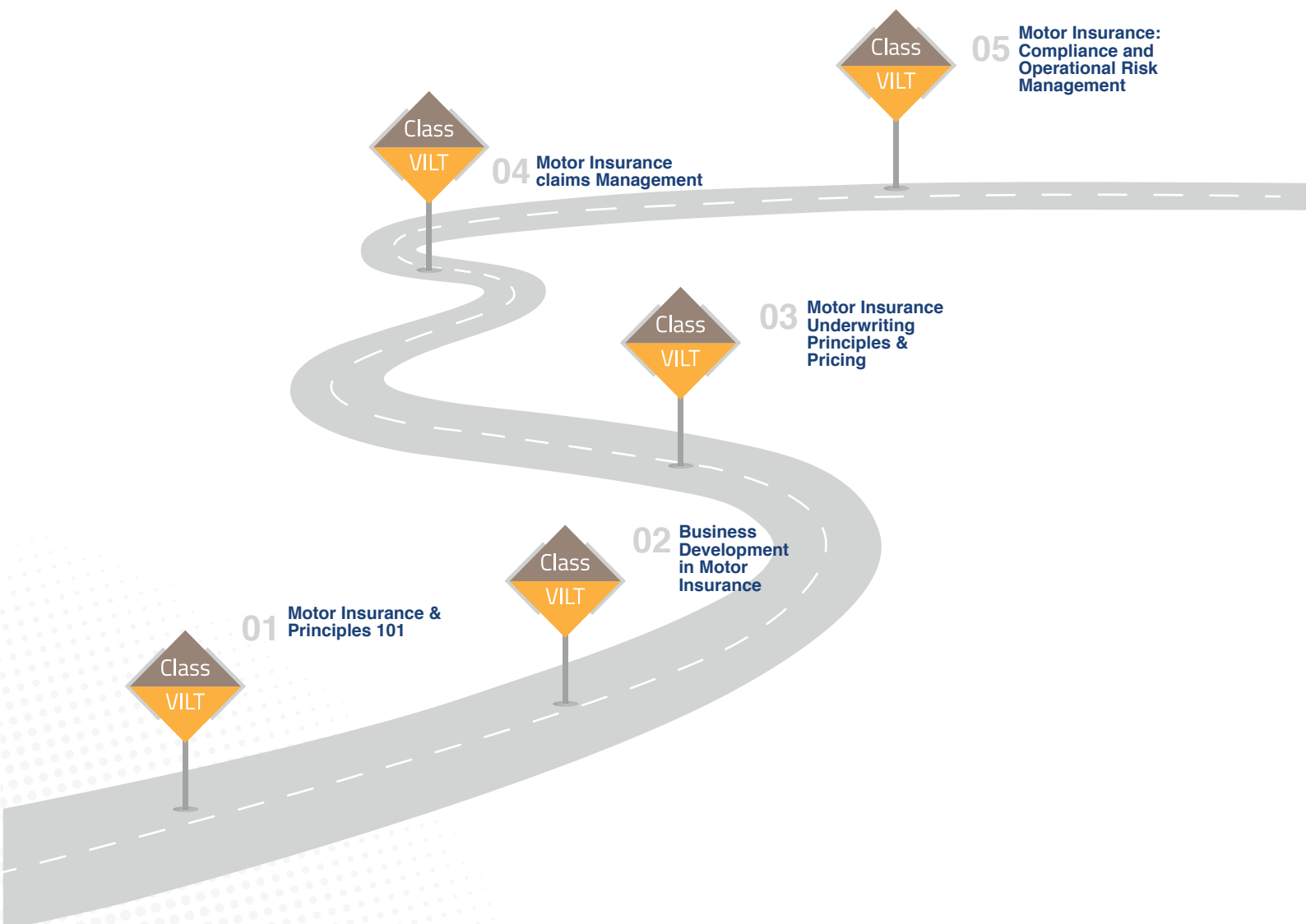
EIF LEARNING PATHWAYS

CERTIFIED HEALTH INSURANCE SPECIALIST

Related Roles:

Health Insurance Executives, Underwriters, Aspiring Health Insurance Underwriting and Claims Managers and anyone interesting in learning the topic in greater detail.

Upon completion of the learning pathway, the learners should be able to:

▶ Understand the principles of health insurance and the application of such principles to daily decisions.
▶ Acquire the key competencies required to effectively sell health insurance solutions to individual and corporate clients.
▶ Understand and apply underwriting principles practices and pricing techniques in health insurance.
▶ Understand and acquire key competencies to be effective in health insurance claims and claims management.
▶ Understand the impact of health insurance compliance and operational priorities to manage the risk of any possible breaches.

05 Health Insurance : Compliance and Operational Risk Management

Class VILT

04 Health Insurance Claims Management

Class VILT

03 Health Insurance Underwriting & Pricing

Class VILT

02 Business Development in Health Insurance

Class VILT

01 Health Insurance 101

Class VILT
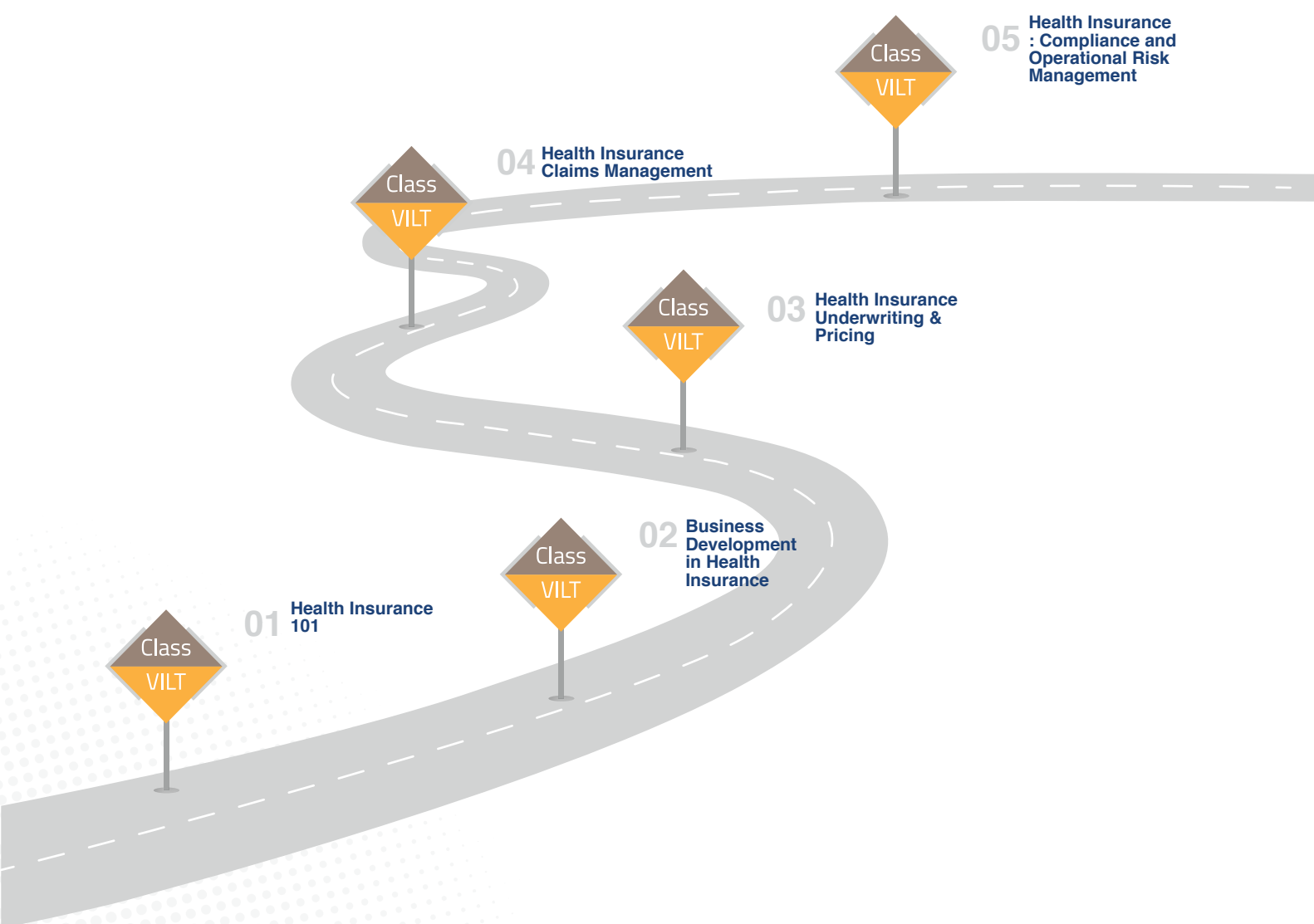
EIF LEARNING PATHWAYS

EIF CERTIFIED QUALITY AND INNOVATION PROFESSIONAL

Related Roles:

Quality Analyst, Quality Manager, Customer Experience Managers, IT Manger, Operations Manager, or similar related roles

Upon completion of the learning pathway, the learners should be able to:

▶ Demonstrate working knowledge of the concept of quality and its application in the insurance sector.
▶ Understand and apply quality management models like 5S, change management, seven tools of quality, business process re-engineering and lean six sigma.
▶ Demonstrate a working knowledge of agile principles and how it can be applied to the banking and insurance environment.
▶ Understand the innovation culture in banking and insurance sector and how to embrace change in a positive way.

06 **Agile 101**
07 **Deign thinking Essentials.**
Lean Six Sigma 05
Class VILT
Class VILT
Class VILT
04 **Business Process Re-engineering**
Class VILT
03 **Seven Tools of Quality**
Class VILT
02 **Change Management**
01 **Five S Strategy**
Class VILT
Class VILT
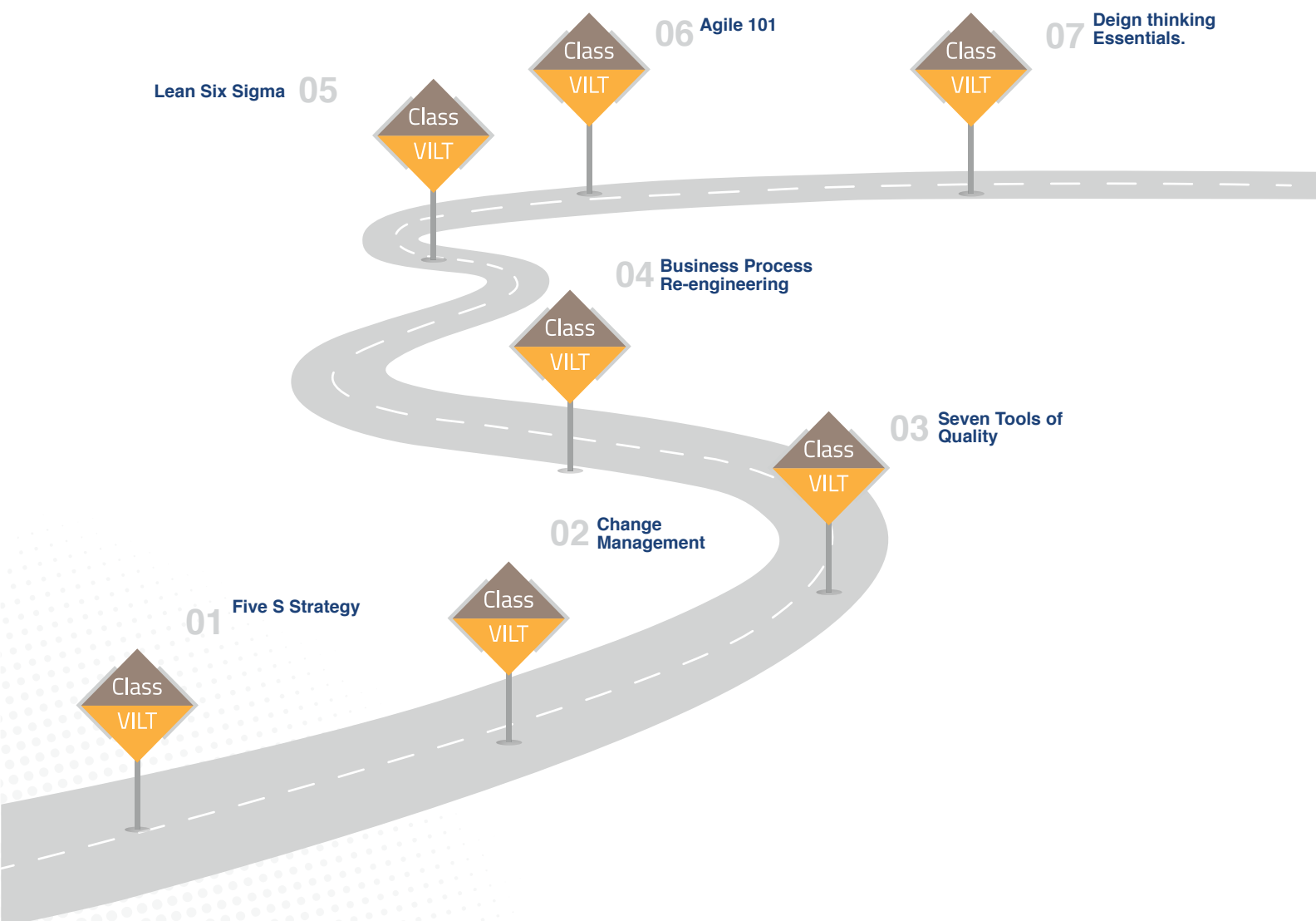
EIF CERTIFIED DATA ANALYTICS PROFESSIONAL

Related Roles :

Analysts, Managers and others based on relevance.

Upon completion of the learning pathway, the learners should be able to:

▶ Inspect, cleanse, transform and model data.

▶ Discover useful information that supports decision making.

▶ Present visual insights with dashboard and using charts.

▶ Approach business problems analytically and analyze data to generate business insights.

▶ Understand the usage of tools like Excel, Python, Power BI, Tableau Public.

07 Introduction to Sales Analytics — Class VILT

08 Introduction to Fraud Analytics — Class VILT

ASSESSMENT & CERTIFICATION

06 Analytics using Python — Class VILT

05 Statistical Analysis using Excel — Class VILT

04 Dashboard using Tableau Public — E-Learn

03 Data Visualization using Power BI — Class E-Learn VILT

02 Dashboard using Excel — Class VILT

01 Data Consolidation & Analysis using Excel — Class VILT

Legend:
- Class
- VILT
- Micro-learning / E-Learning

LEARNING PATHWAYS

Data Analytics

EIF CERTIFIED IN ENGLISH COMMUNICATION

Program Description

This program consists of three levels: Phase 1, Phase 2 and Business Communication. Phase 1 and Phase 2 focus on improving learners' 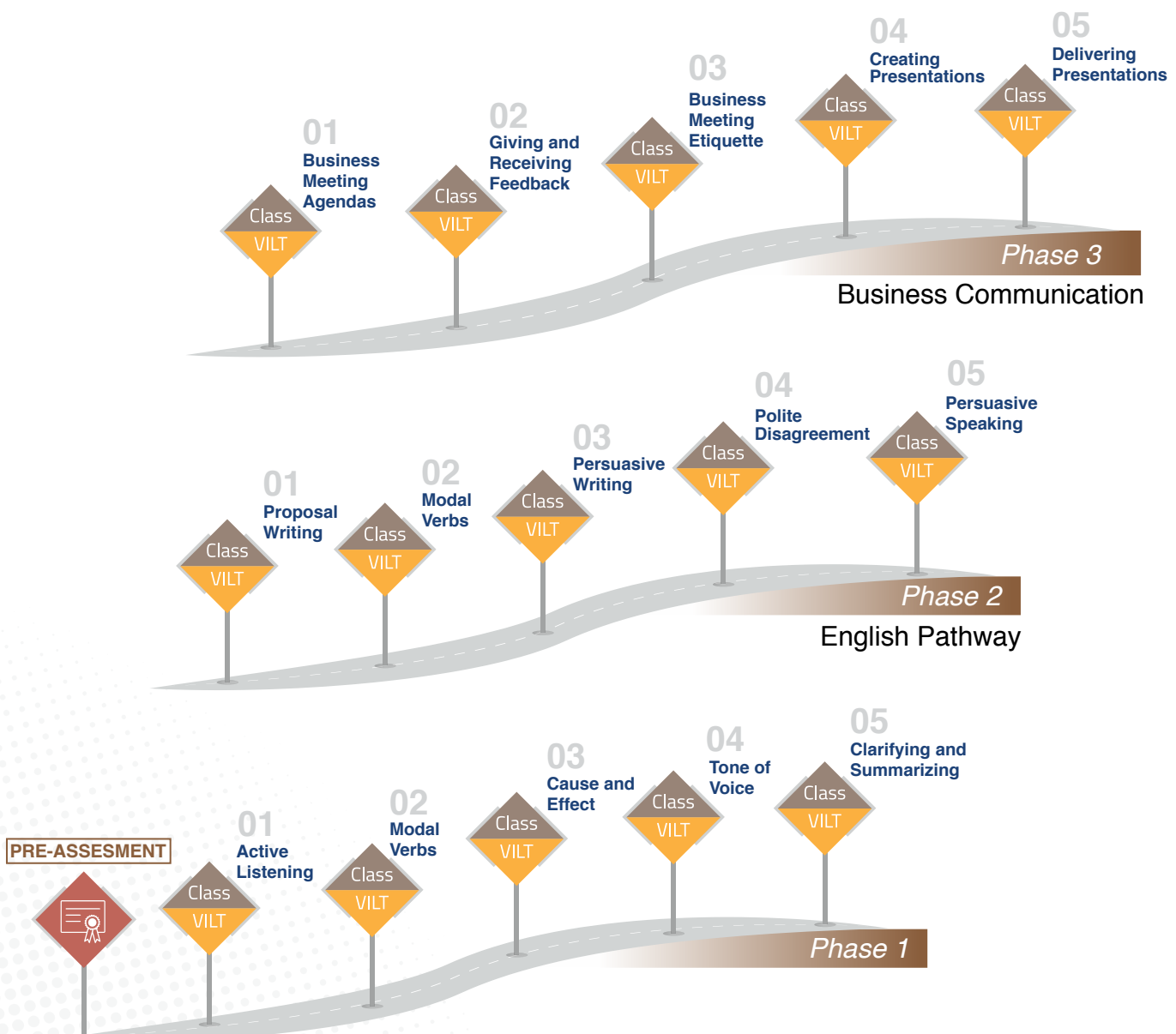English language skills, while the Business Communication level aims to improve learners' general professional correspondence abilities. All three levels employ a task-based learning approach, where learners learn by doing in order to complete real-world tasks they might encounter at work. The level of learners would be decided on the basis of initial Pre-Assesment.

Program Objectives

▶ Formulate written and spoken sentences that reflect accurate syntax, grammar and mechanics (i.e. word order, verb forms, and punctuation).

▶ Compose clear and complete professional subject matter, including emails, proposals and/or presentations.

▶ Use target terminology when speaking and presenting in a clear and courteous manner.

Phase 3 — Business Communication

- 01 Business Meeting Agendas — Class VILT
- 02 Giving and Receiving Feedback — Class VILT
- 03 Business Meeting Etiquette — Class VILT
- 04 Creating Presentations — Class VILT
- 05 Delivering Presentations — Class VILT

Phase 2 — English Pathway

- 01 Proposal Writing — Class VILT
- 02 Modal Verbs — Class VILT
- 03 Persuasive Writing — Class VILT
- 04 Polite Disagreement — Class VILT
- 05 Persuasive Speaking — Class VILT

Phase 1

- PRE-ASSESMENT
- 01 Active Listening — Class VILT
- 02 Modal Verbs — Class VILT
- 03 Cause and Effect — Class VILT
- 04 Tone of Voice — Class VILT
- 05 Clarifying and Summarizing — Class VILT

EIF LEARNING PATHWAYS

CERTIFIED IN FINANCIAL PLANNING & INVESTMENT PLANNING

Related Roles:

Relationship Managers, Sales Managers, Team Leads, Advisors and other suitable staff involved in sale or processing of investment related products

Upon completion of the learning pathway, the learners should be able to:

▶ Understand the concepts and calculations involved in financial planning.
▶ Understand how to onboard clients with full compliance to the AML guidelines.
▶ Analyze how financial planning advise can be given to the clients.
▶ Analyze how to suggest various suitable investment options and asset classes to the client.

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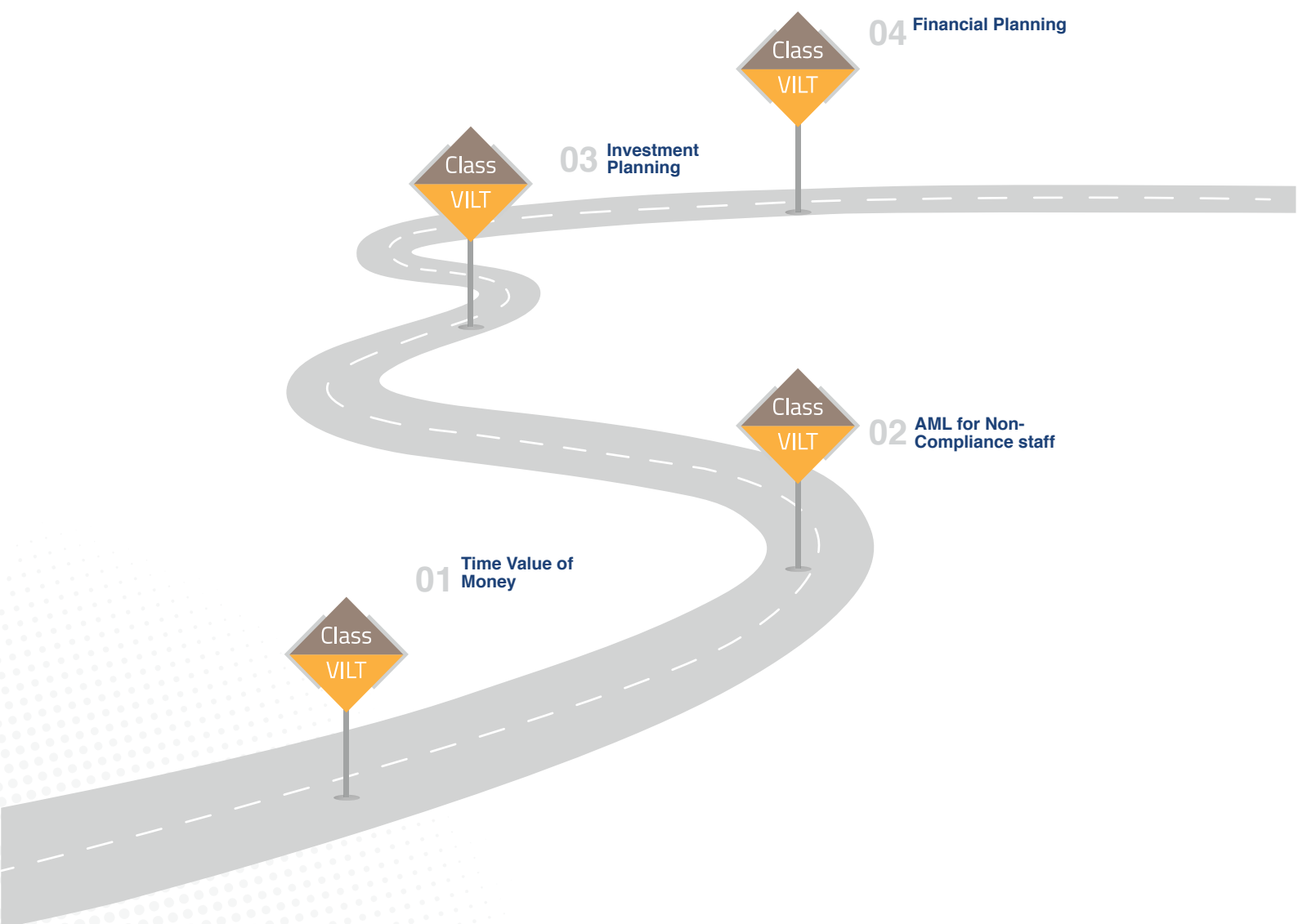
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FUNCTIONAL MENTORING FOR SENIOR MANAGEMENT

FUNCTIONAL MENTORING FOR SENIOR MANAGEMENT

▶ This category aims at providing one on one consultations or in small groups with subject matter experts in various areas related to business, strategy, regulations, technology etc. These sessions would be delivered on a bespoke basis depending on specific business requirements of the clients.

▶ The following are a list of indicative popular topics where such functinal mentoring can be delivered

01	**AML & CFT Regulations**
02	**InsureTech & Digital Transformation**
03	**Robotic Process Automation**
04	**Reinsurance**
05	**Actuarial Awareness**

06	**Root Cause Analysis & Complaint Management**
07	**Risk Management**
08	**Marine & Hull Insurance**
09	**Takaful**
10	**Corporate Governance**

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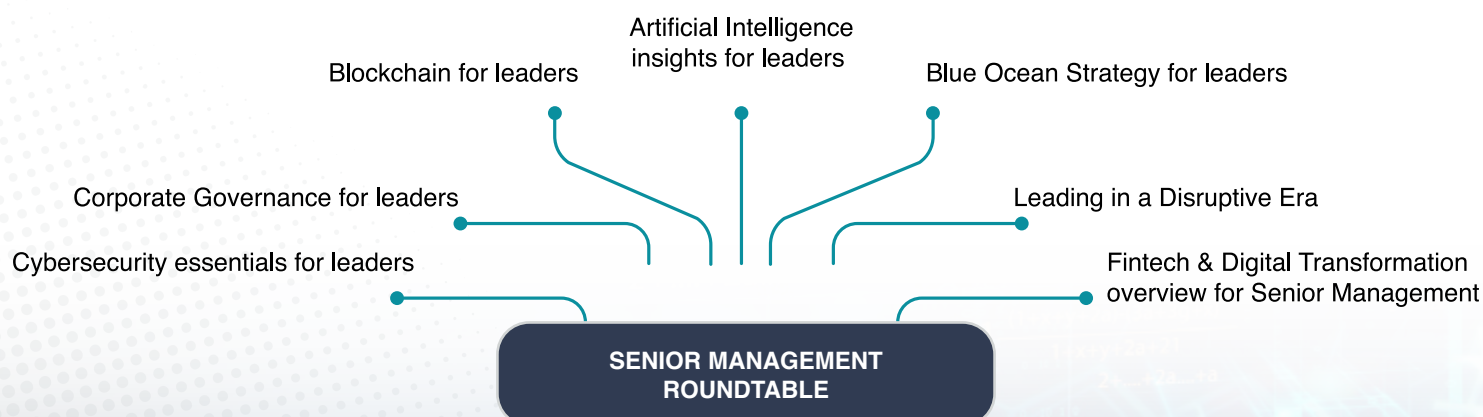
SENIOR
MANAGEMENT
ROUNDTABLES

SENIOR MANAGEMENT ROUNDTABLE

Is a new concept introduced by EIF exclusively for the leaders in insurance companies across business functions. Various strategic and contemporary programs have been designed in this category to be delivered by expert practitioners. These programs are designed to facilitate an exchange of ideas which would foster peer to peer learning. This nominations in this category are restricted to only divisional heads and above to ensure high quality of deliberations. The details of these programs are mentioned in the category notes.

Course Index	Code
Artificial Intelligence insights for leaders	4737
Blockchain for leaders	4418
Corporate Governance for leaders	4126
Cyber/security essentials for leaders	4413
Blue Ocean Strategy for leaders	4715
Leading in a Disruptive Era	4716
Fintech & Digital Transformation overview for Senior Management	4725

COURSES	DAY
Artificial Intelligence insights for leaders	1
Blockchain for leaders	1
Corporate Governance for leaders	1
Cybersecurity essentials for leaders	1
Blue Ocean Strategy for leaders	1
Leading in a Disruptive Era	1
Fintech & Digital Transformation overview for Senior Management	1

Blockchain for leaders

Artificial Intelligence insights for leaders

Blue Ocean Strategy for leaders

Corporate Governance for leaders

Leading in a Disruptive Era

Cybersecurity essentials for leaders

Fintech & Digital Transformation overview for Senior Management

SENIOR MANAGEMENT ROUNDTABLE

SENIOR MANAGEMENT ROUNDTABLES

ARTIFICIAL INTELLIGENCE & MACHINE LEARNING INSIGHTS FOR LEADERS	Course type Class/VILT	Course No 4737

Specialization | 1 DAY | Strictly only for the divisional heads and above across areas in insurance industry

PURPOSE

This course aims providing a high-level overview on the domain of Artificial Intelligence and Machine learning. The course focuses on the use cases of AI & ML in various business domains of the banking and financial services sector.

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Introduction to artificial intelligence and machine learning
» How AI is transforming industries.
» Use cases of & ML various business and support functions in file financial service sector
» How to leverage the power of AI in product Development

BLOCKCHAIN FOR LEADERS	Course type Class/VILT	Course No 4418

Specialization | 1 DAY | Strictly only for the divisional heads and above across areas in insurance industry

PURPOSE

Blockchain is fast emerging as a technology which can create disruptive change. in many business and operational aspects of the insurance. In this context, it is Imperative that the business leaders understand a. appreciate and explore the use case. to blockchain technology.

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Basics blockchain technology and distributed ledger system.
» Discuss use cases of blockchain in insurance and financial service sector.
» Explore applicability of blockchain in various areas of business and how to participate various blockchain projects.

SENIOR MANAGEMENT ROUNDTABLES

CORPORATE GOVERNANCE FOR LEADERS	Course type Class/VILT	Course No 4126

Specialization · 1 DAY · Strictly only for the divisional heads and above across areas in insurance industry

PURPOSE

The issue of corporate governance currently receives very high attention. Valuable lessons have been learned in the past from the series of corporate collapses around the world. This training attempts to draw the attention of participants to the UAE Code and the Corporate Governance best practices around the world.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» What is corporate governance?
» Importance of corporate governance
» International corporate governance standards & UAE regulations.
» The role of board.
» Disclosure, transparency, and independency
» The role of other stakeholders in corporate governance

CYBERSECURITY ESSENTIALS FOR LEADERS	Course type Class/VILT	Course No 4413

Specialization · 1 DAY · Strictly only for the divisional heads and above across areas in insurance industry

PURPOSE

With the major digital transformation of Insurance, cyber security risks have risen like never before. In this context, the senior management in the Insurances also needs to be cognizant of the risks, and measures needed to keep their businesses and customers safe as Cybersecurity is a shared responsibility.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Importance of cybersecurity in Insurance
» Various types of cyber attacks
» How to combat cyber-attacks and cybercrimes
» Customer education
» How to deliberate on new trends, regulations, and best practices

SENIOR MANAGEMENT ROUNDTABLES

| BLUE OCEAN STRATEGY FOR LEADERS | Course type Class/VILT | Course No 4715 |

Specialization | 1 DAY | Strictly only for the divisional heads and above across areas in insurance industry

PURPOSE

Blue ocean strategy is a proven methodology to improve business performance by using differentiation strategies to use competitive advantage.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Concept of blue ocean strategy
» How to create competitive advantage using blue ocean strategy.
» Discuss various use cases of blue ocean strategy in various areas of business.

| LEADING IN A DISRUPTIVE ERA | Course type Class/VILT | Course No 4716 |

Specialization | 1 DAY | Strictly only for the divisional heads and above across areas in insurance industry

PURPOSE

The unprecedented fast paced changes in the financial industry is disrupting the business models of various organizations. Fintech which started as an enabler is now fast emerging as a competition for Insurances. Organizations must be agile to respond to these changes. This calls for a change in the business strategies, leadership strategies and people management.

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Realize whether they are cognizant of the potential Digital disruption.
» Explore how traditional leadership strategies needs a relook in the current context.
» Explore whether they are adapting their business and people strategy to adapt to the change.
» How to orient people strategy to facilitate the change?

SENIOR MANAGEMENT ROUNDTABLES

FINTECH & DIGITAL TRANSFORMATION OVERVIEW FOR SENIOR MANAGEMENT	Course type Class/VILT	Course No 4725

Specialization   **1 DAY**   Strictly only for the divisional heads and above across areas in insurance industry

PURPOSE

Fintech ecosystem and digital forces are disrupting the financial sector globally, causing major disruption in the business model. The course aims at discussing the opportunities and challenges arising from this.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Fintech ecosystem and structure
» Insurances vs fintech – threat or opportunity
» Use cases.
» The role of board.
» Opportunities and challenges

07

INSURTECH AND ANALYTICS

INSURTECH & ANALYTICS

The new InsurTech and analytics vertical represents our vision of being futuristic in identifying the learning needs of the industry. The objective of this category is not to develop technology domain experts, but to develop talent who can identify and implement various use cases of technology in the business domains.

Programs like InsurTech, Blockchain, AI, IoT etc. aims at discussing the concept and use cases in financial industry, with a specific focus on insurance sector. With various programs in the technology and analytics space, we aim to develop the futuristic skillset of the talent pool in UAE.

	Course Index	Code
INSURTECH	Insurtech / Fintech 101	**4726**
	Blockchain 101	**4407**
	AI & Machine Learning	**4408**
	IOT Applications	**4409**
	Cybersecurity Essentials for All	**4410**
	Design Thinking Essentials	**4331**
	Robotic Process Automation	**4416**
	Excel Primer	**4401**
	Data Consolidation & Analysis using Excel	**4405**
ANALYTICS	Dashboard Creation using Excel	**4414**
	Data Visualization using Power BI	**4415**
	Dashboard using Tableau Public	**6232**
	Analytics using R	**4742**
	Data Storytelling and decision making for Managers	**4743**
	Analytics using Python - Masterclass	**4412**

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INSURTECH

Fintech/Insurtech 101	Course type Class/VILT	Course No 4726

Foundation ⏱ 1 DAY Open for all functional areas of Insurance

PURPOSE

This -1day CPD program opens the board horizons of FinTech to the learners. The learners would understand the various use cases of fintech in the financial domain and the regulatory developments.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» How financial technology (fintech) is disrupting the financial industry.
» Fintech ecosystem, key players., challengers & diruptors
» Use cases of fintech in Insurance & financial sector like lending, investments, payments etc.
» Global regulatory developments in fintech space – Regtech, Insuretech, Wealthtech.

BLOCKCHAIN 101	Course type Class/VILT	Course No 4407

Intermediate ⏱ 1 DAY Open for all functional areas of Insurance

PURPOSE

This -1day CPD program focuses on use cases of Blockchain in Insurance and Financial services industry. Learners would understand the basics of Blockchain technology and explore various areas where it could be used.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Understand the fundamentals of blockchain technologies and their current application in the market..
» Acquire the foresight into the possibilities of blockchain technology as a blueprint for a new economy
» Differentiate between types of Blockchain Technology.
» Define and explain basic properties of a Smart Contract
» Use blockchain cases in the Insurance and financial sectors.

INSURTECH

Artificial Intelligence & Machine Learning 101	Course type Class/VILT	Course No 4408

Intermediate	1 DAY	Open to mid & senior professionals in all functional areas

PURPOSE

The applications of emerging fields of artificial intelligence and machine learning are the primary focus of this one-day continuing professional development (CPD) program. The participants would investigate the potential applications of artificial intelligence (AI), robotics, and machine learning across a variety of business domains within the Insurance and financial sector.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Learn the concept of "Artificial Intelligence and Machine Learning.
» Discuss the various use cases of the Artificial Intelligence and Machine Learning
» How to Use Artificial Intelligence and Machine Learning in Insurance and Insurance.
» Learn about new products and services that can be offered using Artificial Intelligence and Machine Learning.

Internet of Things (IOT) Applications	Course type Class/VILT	Course No 4409

Intermediate	1 DAY	Open to mid & senior professionals in all functional areas

PURPOSE

This -1day CPD program aims at creating awareness amongst the learners about the applications of IoT in Insurance and financial services. IoT is expected to be the next big thing in the financial sector. The course will analyze how IoT could be used to bring more convenience to Insurance customers.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» What is IoT and how it works.
» How Insurances can use IoT in various business domains.
» The challenges and opportunities in this area.

INSURTECH

CYBERSECURITY ESSENTIALS FOR ALL	Course type Class/VILT	Course No 4410

Foundation   1 DAY   Open to mid & senior professionals in all functional areas

PURPOSE

This -1day CPD program discusses the cyber security risks in the Insurance sector. The participants would be exposed to the various types of attacks and gain insights on how to protect the Insurance against various types of cyber-attacks. This program could benefit learners from across business domains as combating cyber threats is a shared responsibility across the Insurances.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» How to evaluate the critical role of cybersecurity in the Insurance industry
» Various types of cyber-attacks.
» How to combat cyberattacks and cybercrimes.
» How to deliberate on new trends, regulations, and best practices.

Design Thinking Essentials	Course type Class/VILT	Course No 4331

Foundation   1 DAY   Mid and senior level professionals

PURPOSE

Within the realm of innovation, the most recent buzzword to emerge is "design thinking." It is a method that is structured and will assist the learners in thinking about the challenges they face and coming up with solutions to those challenges. Understanding the process of design thinking and how it can be used to develop new solutions is essential in the field of fintech and innovation. This course will help understand the process of design thinking and how it can be used to develop new solutions.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Learn the concept of "Design Thinking".
» Discuss the various use cases of the Design Thinking
» Process of design thinking
» Learn about new products development using Design Thinking

INSURTECH

Robotic Process Automation

| Course type Class/VILT | Course No 4416 |

Specialization | 1 DAY | Open for all functional areas of Insurance

PURPOSE

The training program is designed to provide the participants a big picture. overview of robotic process automation technology, characteristics, and benefits of RPA. The course will give you an understanding of how RPA is transforming business and its effects on Insurance industry.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» The current global trends in RPA.
» How RPA would drive the new business model
» RPA's impact on the business
» Identify important issues regarding implementation of RPA.

ANALYTICS USING R

| Course type Class/VILT | Course No 4742 |

Specialization | 1 DAY | Open to all based on relevance.

PURPOSE

The power of data analytics is helping the financial institutions to provide more value-added services. New trends are being identified for customer satisfaction and needs mastering the appropriate tools to derive knowledge from data. Several tools and platforms have emerged to be able to mine the data and provide meaningful insights. This course teaches you how to use R in banking environment. In particular, the course will focus on how to prepare data for analysis and perform simple statistical analysis and create statistical models.

LEARNING OBJECTIVES

After the completion of the course, learner should be able to understand.

» Language syntax and fundamentals
» Use of R in analytics
» Read & write files in R
» Write functions and statements in R
» Developing models using R

INSURTECH

DATA STORYTELLING AND DECISION MAKING FOR MANAGERS	Course type Class/VILT	Course No 4743

Specialization | 1 DAY | Participants from relevant insurance departments

PURPOSE

The demand of being data literate from banking professionals in the future will be in high demand and ability to how well to communicate with data, will require professionals who can skillfully turn data into a meaning full story and how well you can converse with data. This course will enable participants to raise data awareness and help in using the information for better communicating the key financial principles and its applications in real world and in decision making.

LEARNING OBJECTIVES

After the completion of the course, learner should be able to understand.

» Effective visualization
» Usage of tools of Excel, Power BI, Python
» Intrepid insights and turn them into charts and graphs.

EXCEL PRIME	Course type Class/VILT	Course No 4401

Foundation | 1 DAY | Open to all based on relevance.

PURPOSE

Excel Primer course is designed to familiarize the participants with features and most used functions in insurance.

LEARNING OBJECTIVES

After the completion of the course, learner should be able to understand.

» Identifying the main components of user interface.
» Identifying the purpose of the commands on the menu bar.
» Using conditional formatting.
» Basic formulas & functions usage.
» Basie sorting and filtering labels.
» Working with basic charts.
» Working with shared workbook.

ANALYTICS

| DATA CONSOLIDATION & ANALYSIS USING EXCEL | Course type Class/VILT | Course No 4405 |

Foundation   1 DAY   Open to all based on relevance.

PURPOSE

Participants will learn to use advanced excel functions to streamline their operational work, improve productivity and enhance spreadsheet usage with charts, tables, formulas, and templates. This can help learners in areas like financial analysis, investments etc.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Usage of range names and custom formats.
» Usage of formulas and functions for decision making.
» Managing, sorting, and filtering tables
» Working with charts and pivot tables.
» Working with multiple workbooks.
» Working with macros.

| DASHBOARD CREATION USING EXCEL | Course type Class/VILT | Course No 4414 |

Foundation   1 DAY   Learners looking for skills in dashboards and others based on relevance.

PURPOSE

The objective of the course is to provide participants with knowledge about how Excel Dashboard can be an amazing tool when it comes to tracking KPIs, comparing data points, and getting data-backed views that can help management take decisions. The participants will learn how to create an Excel dashboard, best practices to follow while creating one, features and tools you can use in Excel.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Important excel dashboard functions
» Creating various charts.
» Summarizing charts.
» Interactive sales dashboard.

ANALYTICS

DATA VISUALIZATION USING POWER BI	**Course type** Class/VILT	**Course No** 4415

Specialization | 1 DAY |

PURPOSE

The datasets contain insights that can be used to make an informed decision. The raw data with numbers alone may be a challenge to get insights from the datasets. Live Dashboards, Charts, graphs help to view the datasets from a different perspective and provides you with insights quickly. When we look at the data in visualized form, the trends and patterns can be identified which supports in better decision making. The objective of this course is to provide participants with knowledge about how PowerBI can be an amazing tool to track KPI's, comparing data points and helps in building charts and interactive dashboard for decision making.

LEARNING OUTCOMES

After the completion of the course, learner should be able to understand.

» Connect and import the datasets.
» Create analytical calculations.
» Create interactive reports & sales dashboards.

ANALYTICS USING PYTHON MASTERCLASS	**Course type** Class/VILT	**Course No** 4412

Masterclass | 1 DAY | Analysts, Managers in departments like risk, analytics etc and others based on relevance

PURPOSE

Python is a general-purpose programming language that is becoming more and more popular for doing data analytics projects. Companies worldwide are using Python to harvest insights from their data and get a competitive edge. This course teaches how to use python to do data science projects in Insurance. In particular the course will focus on how to prepare data for analysis and perform simple statistical analysis and create statistical models.

ELEARNING LEARNING OUTCOMES

» language syntax and fundamentals.
» Use of python in analytics.
» Read & write files in python.
» Write functions and statements in python.

LIVE CLASS LEARNING OUTCOMES

» Importing datasets in python.
» Preparing the data for data analysis.
» Descriptive statistics using python.
» Developing models using python.

E-Learning & Micro-Learning

DASHBOARD USING TABLEAU PUBLIC	**Course type** E- Learning / **Course No** 6232

ıı||| Specialization

1 DAY

Learners looking for skills in using Tableau public for Specialization visualization and analysis and others based on relevance.

PURPOSE

The datasets contain insights that can be used to make an informed decision. The raw data with numbers alone may be a challenge to get insights from the datasets. Live Dashboards, Charts , graphs helps to view the datasets from a different perspective and provides you with insights quickly. When we look at the data in visualized form, the trends and patterns can be identified which supports in better decision making. The objective of this course is to provide participants with knowledge about how Tableau Public can be an amazing tool to visualize data and comparing data points that helps in identifying trends and patterns.

LEARNING OBJECTIVES

What you will learn:

» Applying the tools
» Basic functionality to visualize data.
» Slice and dice the datasets to mine for critical insights.

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LIFE PROGRAMS

LIFE PROGRAMS

Life Insurance category focuses on various concepts and products in the life insurance domain. The category starts with the foundation programs in the area of life insurance, claims, underwriting apart from financial planning. The learners would be able to develop the skills and competencies in the life insurance sector with the entire portfolio of programs.

Course Index	Code
Life Insurance 101	4601
Underwriting Principles &Practices- Life	4604
Health Insurance 101	4728
Business Development - Health Insurance	4720
Health Insurance - Underwriting & Pricing	4730
Health Insurance - Compliance & Risk Management	4729
Health Insurance - Claims Management	4727
Financial Planning	4607
Islamic Insurance (Takaful)	4602
Investment Planning	4609

Financial Planning   Islamic Insurance (Takaful)   Investment Planning

Health Insurance - Underwriting & Pricing   Health Insurance - Compliance & Risk Management   Health Insurance - Claims Management

Life Insurance 101   Underwriting Principles &Practices- Life   Health Insurance 101   Business Development - Health Insurance

LIFE PROGRAMS

LIFE INSURANCE 101

Course type	Course No
Class/VILT	4601

Foundation — 1 DAY

Staff working in insurance industry / involved in selling of insurance products.

PURPOSE

To understand the need and scope of life insurance and to appreciate the various types of insurance policies suiting different types of customers.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Fundamentals of life insurance
» Types of life insurance
» Buying and selling life insurance
» Maturity / death claim process

UNDERWRITING PRINCIPLES & PRACTICES – LIFE

Course type	Course No
Class/VILT	4604

Intermediate — 1 DAY

Middle and senior level executives working in insurance industry with a minimum experience of 3 yearst

PURPOSE

This course intends to provide a significant understanding of the underwriting practices and its techniques and managing claims mechanism. It explains how underwriting is is used to manage risk. The relationship between insurers and their customers and the importance of insurance contracts are discussed in the context of sustainability of business.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Need and importance of underwriting in life Insurance
» Life Insurance underwriting core principles
» Identification of risks associated with various types of Life insurance products
» Life insurance underwriting process
» Pricing of product – Life
» Population distribution role in Life Underwriting

HEALTH INSURANCE 101

Course type	Course No
Class/VILT	4728

Foundation — 1 DAY

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PURPOSE

The course alms at introducing the business and principles of Health insurance. The learners would get a working knowledge of the b.ics of health Insurance.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Understand and apply the principles of insurance to health insurance such as utmost good faith., insurable interest, indemnity, contribution, subrogation and proximate muse in the context of health insurance
» Apply the core principles of health insurance to everyday situations and complex situations.

» Demonstrate an understanding of stance r d policy wordings, extensions and limitation s in health insurance
» Analyze and evaluate which health insurance coverage could meet client needs.
» Identity when to alter policy terms and the impact of doing so.
» Evaluate the changes required to insurance products and services in response to changes in consumer expectations and other factors
» Understand the role of health insurance regulations and legal, issues surrounding health insurance
» Understand the key factors that build a sustainable and profitable portfolio.

BUSINESS DEVELOPMENT -HEALTH INSURANCE

Course type	Course No
Class/VILT	4720

Specialization

1 DAY

Sales, Sales Managers, Strategic or key account executives, broker account executives and anyone intending to gain a deeper understanding of the sales process in health insurance.

PURPOSE

The course aims at discussing the best practices in developing new business opportunities and the knowledge areas needed for business development.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Develop the sales mindset that relates to health insurance selling and business development

» Master the consultative selling approach to building a successful health insurance individual and corporate portfolio.

» Demonstrate the understanding of their company's risk appetite for health insurance business by defining the target market.

» Identify and analyze the low-medium-high risk profiles of health insurance profiles for retail and corporate health insurance.

» Build a balance health insurance portfolio for long term growth and sustainability.

» Understand the analyze the impact a loss ratio on the renewal of health insurance accounts.

» Communicate effectively. clients and colleagues across a broad set of complex business scenarios

HEALTH INSURANCE- UNDERWRITING & PRICING

Course type	Course No
Class/VILT	4730

Specialization

1 DAY

Underwriting executives, aspiring underwriters, personnel in-charge of providing pricing and anyone interested in underwriting.

PURPOSE

The course aims at discussing how underwriting is done for health policies. It also discusses how pricing is done aligning it to the risks.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Identity the key information required to underwrite a risk and why this information is required in health insurance

» Understand and analyze how cover terms and premiums are determined for complex risks, including the use of underwriting authority levels. .

» Understand how customer portfolios are reviewed and how to decide what changes are required to ensure it is profitable and meets customer needs

» Understand how underwriting tools and expert advice are used to inform the decision-making process.

» Demonstrate an understanding of how changes to underwriting policy are identified and made to improve consistency of underwriting practice and business results.

» Understand the terms and conditions, general exclusions, and exceptions in health insurance.

» Understand how 'worst case scenarios' are identified and the steps that can be taken for reduce the risk of these, » Understand Loss ratio management IBNA.

HEALTH INSURANCE- COMPLIANCE & RISK MANAGEMENT

Course type	Course No
Class/VILT	4729

Specialization

1 DAY

New joiners to compliance teams, operation executives and managers, claims and underwriting personnel and anyone interested to gain an in-depth understanding of the topic.

PURPOSE

The course aims at discussing the aspects of regulation, policies, and procedures to ensure that the business is compliant, and risks are managed.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Understand the role of regulators in regulating and the authorities responsible for insurance supervision and the high-level rules with which insurance companies must comply.

» Assess whether organizational processes and procedures and those that follow them are compliant with legal requirements and make recommendations to reduce the potential liability of the insurance company in given situations.

» Demonstrate and analyze the company's operational risks within the context of health insurance.

» Demonstrate a clear understanding of the company's risk management framework.

» Demonstrate a clear understanding of complaints handling process and post resolution compliance.

» Explain enterprise risk management within the context of health insurance underwriting and claims management.

» Establish regulatory and compliance requirements to be set in place to manage any breaches of data or confidential information.

HEALTH INSURANCE - CLAIMS MANAGEMENT

Course type	Course No
Class/VILT	4727

Specialization

1 DAY

New entrants to health insurance claims, Underwriters, claims coordinators, operation personnel's, call center personnel in charge of claims service, and anyone interested in claims and claims management

PURPOSE
The course aims at discussing how claims process is managed from operations to tracking the performance indicators.

LEARNING OBJECTIVES
After the completion of the course, the learners would be able to understand.

» Understand the principles of claims handling applicable to health insurance.
» Understand the claims process flow and evaluate the process to check efficiencies.

» Understand the importance of coding and ceding practices in processing health insurance claims.
» Interprets policy wordings and conditions to determine the validity of complex. claims and advises the claimant accordingly.
» Calculate the cost per claim processed.
» Understand and analyze the cause of errors in claims processing and avoiding the pitfalls,
» Identify claims handling process improvements and implements these in line with organizational strategy and market agreements.

FINANCIAL PLANNING

Course type	Course No
Class/VILT	4607

Intermediate

1 DAY

Open to all based on requirement.

PURPOSE

This program aims to give insights about various aspects of personal finance to the learners. The course would discuss how one can effectively plan their finances, achieve financial goals and handle debt carefully.

LEARNING OUTCOMES
After the completion of the course, the learners would be able to understand.

» Understand the importance of financial planning.
» Learn to quantify their various financial goals like retirement etc.
» Prepare a basic personal financial plan.
» Discuss how to handle debt carefully to avoid debt traps.

Islamic Insurance (Takaful)

Course type	Course No
Class/VILT	4602

Specialization

1 DAY

Officers and managers in insurance companies who is dealing with Takaful insurance products.

PURPOSE

To help the participants in understanding the concepts, challenges, and opportunities in Takaful insurance.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Structures of Takaful insurance
» Market regulations
» Family Takaful windows
» Infrastructure of family Takaful
» Recommendation of Takaful task force
» Market potential & challenges

INVESTMENT PLANNING

Course type	Course No
Class/VILT	4602

Specialization

1 DAY

Open to all based in relevance

PURPOSE

To develop candidates' knowledge and understanding of savings and investments. In particular. it aims to develop candidates' knowledge and understanding of:

« The main economic factors which affect the potential risks and rewards from different types of investment:
« The product features and regulatory framework of retail investments; The potential taxation abilities of mainstream retail investments.
« The principles of portfolio planning, including asset allocation, to meet clients' needs.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Structures of Takaful insurance.
» Market regulations.
» Family Takaful windows.
» Infrastructure of family Takaful.
» Recommendation of Takaful task force.
» Market potential & challenges.

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NON LIFE PROGRAMS

NON LIFE PROGRAMS

This category covers the entire breadth and depth of the non-life domain. The learners can explore various specialized programs in various specialized areas after developing their foundation knowledge in the area of claims and underwriting.

The specialized areas include domains like medical, personal accidents, and other areas like fire, property, credit, motor, contractors all risk, private insurance etc. The category also features a new masterclass on commercial insurance which covers many key areas.

Course Index	Code
Motor Insurance & Principles 101	4733
Business Development - Motor Insurance	4721
Motor Insurance - Underwriting & Pricing	4735
Motor Insurance - Compliance 8, Risk Management	4734
Motor Insurance - Claims Management	4751
Property Insurance	4701
Liabilities in Insurance	4702
Engineering Insurance	4705
Contractor's All Risk (CAR)	4711
Actuarial Primer for Non-Actuaries	4719
Marine Insurance	4104

MOTOR INSURANCE & PRINCIPLES 101 (ELRN)

Course type	Course No
Class/VILT	4733

Foundation

1 DAY

Motor insurance executive, motor underwriters., department heads, aspiring motor insurance managers and anyone interesting in learn the topic in greater details.

PURPOSE

The course aims at introducing the business and principles of motor insurance. The learners would get a working knowledge of the basics of motor insurance.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Understand and apply the principles of individual and commercial motor insurance.

» Understand the structure of the market for private and commercial motor insurance.

» Understand the role of UAE motor federation.

» Understand the non-standard and standard market for motor insurance.

» Understand and explain the difference between insurance and assurance.

» Understand and identify the insurance market cycles and their effect on market practice.

» Occurrence and treatment of bad faith claims

BUSINESS DEVELOPMENT MOTOR INSURANCE

Course type	Course No
Class/VILT	4721

Intermediate

1 DAY

Sales, sales managers, strategic or key account executives, broker account executives and anyone intending to gain a deeper understand, of the sales process in motor insurance.

PURPOSE

The course aims at introducing the business and principles of motor insurance. The learners would get a working knowledge of the basics of motor insurance.

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Develop the sales mindset that relates to motor insurance selling and business development.

» Master the consultative selling approach to building a successful motor portfolio.

» Demonstrate the understanding of their company, risk appetite for motor business by preferred vehicle brands and driver profiles.

» Identify and analyze the low-medium-high risk profiles of motor insurance profiles for retail and corporate motor.

» Demonstrate a clear understanding of product and industry knowledge, and the changing trends.

» Build a balanced motor insurance portfolio for long term growth and sustainability.

» Understand the analyze the impact of loss ratios on the renewal of accounts.

» Communicate effectively with clients and colleagues across a broad set of complex business scenarios.

MOTOR INSURANCE- UNDERWRITING & PRICING

Course type	Course No
Class/VILT	4735

Specialization

1 DAY

Underwriting executive aspiring underwriters, personnel in charge of providing pricing and anyone interested in underwriting.

PURPOSE

The course aims at discussing how underwriting is done for motor insurance, It also discusses how pricing is done aligning .

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:
it to the risks..

» Understand and apply the principles of underwriting and rating of individual risk in motor insurance

» Learn and master the rating and underwriting considerations specific to:
• Private motor insurance
 • Motor fleet insurance
• Commercial motor insurance
• Motor trade

» insurance Understand the construction of commercial and private motor » insurance policies, with speak reference to: • Unified UAE motor policy wording •Territorial limits • Warranties and conditions .

» Understand the general exclusions and exceptions Understand the use of no-claims discount.

» Understand and learn the method of dealing. non-standard risks

MOTOR INSURANCE COMPLIANCE & RISK MANAGEMENT

Course type	Course No
Class/VILT	4734

Specialization

1 DAY

Motor insurance executives, compliance team members, underwriters, operations personnel in-charge of pricing, quality department personnel, broker relations

PURPOSE

The course aims at discussing the aspects of regulation, policies and procedures to ensure that the business is compliant, and risks are managed.

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Understand the purpose of motor insurance regulation and which authority is responsible for insurance supervision

» Understand how to comply with motor insurance regulation within own job role.

» Understand how adverse selection in motor can destabilize the financial results.

» Understand and analyze the operational risks involved in the motor business.

» Demonstrate a clear understanding of the organizational complaint processes and the timescales that must be adhered to

- Understand and demonstrate the methods of claims reserving in motor insurance claims.
- Understand and demonstrate the calculation of loss-ratios and loss-ratio management strategies.
- Understand the operation of the renewal system for private and commercial motor insurance.

MOTOR INSURANCE - CLAIMS MANAGEMENT

Course type	Course No
Class/VILT	4751

Intermediate

1 DAY

open to all based on relevance.

PURPOSE

This course is to be enhancing the knowledge base of participants to help them run claim services efficiently and to the settle claims fairly to the satisfaction of the insured. This course is designed for those who want to seek higher positions in claims department.

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Claim management & philosophy in non-life.
» Claim negotiations in non-life (tools to effective negotiation).
» Claim quality versus claim expectations.
» Principles and practice in claim handling in non-life.

PROPERTY INSURANCE

Course type	Course No
Class/VILT	4701

Specialization

1 DAY

Insurance Surveyors, Insurance officers, Staff working in insurance industry to know property insurance

PURPOSE

To understand the concepts of property insurance with due emphasis on average clause and right of subrogation

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Different types of policies
» Beneficiaries under various category
» Average clause & right of subrogation
» Underwriting: concerns
» Settlement of claims
» Renewals

LIABILITIES

Course type	Course No
Class/VILT	4702

Specialization

1 DAY

Middle level executives or officers working in insurance industry

PURPOSE

To understand the need and scope of liabilities insurance

LEARNING OBJECTIVES

After the completion of the course, the learners would be able to understand.

» Types of Liability Insurance
» Public Liability

» Third Party Liability
» Employer's Liability
» Product Liability
» D&O Liability
» Underwriting Concerns
» Claims Aspects
» Long Tail Element of Liability Coverage

ENGINEERING INSURANCE

Course type	Course No
Class/VILT	4705

Specialization

1 DAY

Staff working in general insurance involved in distribution of insurance products.

PURPOSE

To understand the concepts a. operational areas related to engineering insurance.

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Engineering insurance - history and operatives
» Classification of Engineering Insurance as subject matter and insurance period
» Third party liability Risk evaluation and underwriting
» Maintenance of insurance cover Renewals and claims process risk

CONTRACTORS' ALL RISK (CAR)

Course type	Course No
Class/VILT	4711

Specialization

1 DAY

Officers, managers, and staff working in general insurance involved in distribution of insurance products.

PURPOSE

The course aims at discussing how underwriting is done for motor insurance, It also discusses how pricing is done aligning .

LEARNING OBJECTIVES

After the completion of this course, the learners would be able to understand:

» The Project stages, The Works Contract & Other contracts
» Contractors All risks Insurance
» Erection All Risks (E4R) Insurance and Marine Cum Erection (MCE) Insurance
» Contracts Works (CW) Insurance
» Contractor's Plant & Machinery Insurance

ACTUARIAL PRIMER FOR NON-ACTUARIES

Course type	Course No
Class/VILT	4719

Intermediate

1 DAY

Fresh hires in underwriting, claims, compliance, pricing personnel and anyone interested in learning the topic in greater detail.

PURPOSE

This course aims at giving an overview of the role of an actuary in the insurance business. This course is designed for other departments to give a bird's eye view of the domain of actuarial valuation.

LEARNING OBJECTIVES

After the completion of this course, the learners would be able to understand:

» Understand the role of actuaries in insurance.
» Understand the basics of insurance contract pricing and profitability.
» Understand and discuss the significance of actuarial assumptions.
» Understand the basics of policy reserving concepts, including claim liabilities and reserves (IBNR concept)
» Actuarial treatment of policy acquisition costs
» Understand and learn the pricing/profitability models used sensitivity testing.
» Understand and discuss the emerging issues from an actuarial perspective.

MARINE INSURANCE

Course type	Course No
Class/VILT	4104

Specialization

1 DAY

Officers, managers & Staff working in general insurance involved in distribution of insurance.

PURPOSE

The course aims at discussing the business, principles and practices of marine insurance from a global and regional perspective.

LEARNING OUTCOMES

After the completion of this course, the learners should be able to understand:

» World trade – describe the relationship between marine insurance and world trade.
» Fraud – outline the various types of maritime fraud.
» Treatment of fraud– describe the treatment by marine insurers of incidences of fraud
» Cargoes and transport
» Outline the main types of marine cargo.
» State the main modes of transport pertinent to marine insurance.
» Outline the marine transport infrastructure.

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INSURANCE
OPERATIONS

INSURANCE OPERATIONS

This category offers general programs in the areas of insurance which could be useful for learners working in all the various domains of the business with many programs which adds to their skillsets, this category will help the learners to become more effective in their roles.

Course Index	Code
Anti Money Laundering for Non-Compliance Staff	4128
Anti Money Laundering in Insurance Laws and Best Practices	4122
Fraud Identification and management	4116
Reinsurance	4111
Risk Management in Insurance	4105

ANTI MONEY LAUNDERING FOR NON-COMPLIANCE STAFF

Course type	Course No
Class/VILT	4128

Foundation

1 DAY

Officials from all functional areas of the Insurance as AML compliance is a joint effort

PURPOSE

The course will help to create awareness of Anti money laundering among all the staff in various functional domains of Insurance. The risk of money laundering is open across business functions and needs awareness and diligent action for its prevention.

LEARNING OUTCOMES

After the completion of the course, the learners would be able to understand:

» Explain nature, process of money laundering and its risks.

» Understand the risks of the money laundering.

» Understand the similarities and differences of money laundering and terrorist financing.

» Apply the KYC, CDD and EDD in verifying identity, transactions of customers.

» Understand UAE federal laws and awareness of employee responsibilities.

ANTI MONEY LAUNDERING IN INSURANCE LAWS & BEST PRACTICES

Course type	Course No
Class/VILT	4122

Intermediate

1 DAY

Middle and senior level executives working in AML / Compliance related area with a minimum experience of 3-2 years

PURPOSE

Familiarize participants with the nature, processes and volume of money laundering and its risks. Current international, regional and local initiatives to combat and manage risks of money laundering. The legal framework of combating money laundering in UAE.

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» Nature of Money Laundering
» History and processes of money laundering
» Volumes and risks of the money laundering
» Financial Action Task Force (FATF) role and Initiatives in managing risks of money laundering
» UN initiatives
» GCC initiatives
» UAE initiatives (Federal law, central Insurance circulars, focus areas of AML risk)

FRAUD IDENTIFICATION & MANAGEMENT

Course type	Course No
Class/VILT	4116

Specialization

1 DAY

Brokers , Agents , employees who manage insurance in non-insurance companies

PURPOSE

Fraud has been typically considered as the unavoidable reality of the insurance industry However, emerging factors has prompted a new mindset in the market calling for actively mitigating fraud, This course is designed to provide candidates with a proper understanding of fraud, its different types, indicators and the array of tools available to counter fraud in different lines of business. .

LEARNING OBJECTIVES

After the completion of this course, the learners should be able to understand:

» The cost of fraud on the insurance industry and customers.
» Different types of fraud across the life cycle of the insurance products.
» Underwriting fraud - Claims fraud - Staged incidents - Material facts fraud.
» Potential fraud indicators: loss, policyholder, policy documentation, etc.
» Fraud cases in property, motor, life and medical insurance.
» Methods for preventing and detecting fraud.
» The use of information to control! and prevent fraud.

REINSURANCE

Course type	Course No
Class/VILT	4111

Specialization

1 DAY

Middle and senior level executives working in insurance industry with a minimum experience of 3 years

PURPOSE

To understand the principles of reinsurance used as a hedging tool by the insurance companies against risk undertaken by them.

LEARNING OBJECTIVES

After the completion of this course, the learners would be able to understand:

» Concept of reinsurance
» Role of reinsurance
» Overview of Global reinsurance
» Different types of reinsurance
» Reinsurance treaties: proportional & Non propositional
» Retention and cessation of risk

RISK MANAGEMENT IN INSURANCE

Course type	Course No
Class/VILT	4115

Specialization

1 DAY

Risk management professionals, Compliance team, internal Audit Team

PURPOSE

To appreciate the risk involved in insurance business and steps taken to mitigate the same.

LEARNING OBJECTIVES

After the completion of this course, the learners would be able to understand:

» Overview of Risk Management
» Identification of Financial & non-financial risk
» Management of Risk in various areas
» Operational Risk
» Compliance Risk
» Market Risk
» Liquidity Risk,
» Business Risk
» Strategic Risk
» Reputation Risk
» Evaluation and Analysis of Risk
» Contingency Plan

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PERSONAL DEVELOPMENT SALES AND MARKETING

PERSONAL DEVELOPMENT & LEADERSHIP SKILLS
HOW TO APPROACH THIS CATEGORY

Course Index	Code
Stress Management	4303
Personal Branding	4340
Managing Change & Uncertainity	4814
Work Life Balance	4330
Managing Multiple Tasks, Priorities & Deadlines	4815
Getting Most out of your 24 Hours	4316
Basic Arabic Communication for Non Native Speakers	4809
Mindfulness 101	4810
Art of Networking	4337
Campus to Corporate	4722
Influence Without Authority	4813
Creative Thinking and Problem Solving	4812
Team Work and Collaboration New	4816
Treating People of Determination with Senistivity	4817
Aspiring Manager Program	4333
New Manager's Program	4338
Coaching Skills for Managers	4320
Project Management	4323
Leading Remote Teams	4800
Train the Trainer	4803
Balance Score Card	4818
Leading with Emotional Intelligence	4308
Design Thinking Essentials	4331
Leadership Fundamentals	4801
Leadership Communications	4802
Negotiation Skills	4339
Business Etiquette	4306
Powerful Tele Sales Skills	4334
Managing Successful Sales Team	4335
Social Media and Digital Marketing	4336
Art of Cross Selling	4804
Closing Skills	4805
CUSTOMER JOURNEY MAPPING Course Type	4806
Customer Service Game	4807
Handling Objections	4808

MANAGEMENT SKILLS

This Course is also available as E-learning | **E-Learning Code:** **6001**

1 COACHING SKILLS FOR MANAGERS

| Course Type Class/VILT | Course No: 4320 |

Intermediate

⏱ **1 DAY**   👥 **Managers, Team leaders**

PURPOSE

Coaching and mentoring skills are essential in motivating staff, raising their engagement levels and eliminating the fear that prevents them from taking actions. This course will also assist the staff in improving their performance by taking more ownership, meeting their stated goals and developing personal development skills that will encourage them to take action beyond their comfort zone.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Coaching models.

• Structure coaching sessions that flow.

• Hold attention on what is most important to your client.

• Listen for transformation, helping people break through old patterns and habits.

• Support inspirational action plans and accountability structures.

2 ASPIRING MANAGER PROGRAM

| Course Type Class/VILT | Course No: 4333 |

Foundation

⏱ **2 DAY**   👥 **For people who are likely to move to Manager roles**

PURPOSE

Coaching and mentoring skills are essential in motivating staff, raising their engagement levels and eliminating the fear that prevents them from taking actions. This course will also assist the staff in improving their performance by taking more ownership, meeting their stated goals and developing personal development skills that will encourage them to take action beyond their comfort zone.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Get the feel of managing teams.

• Develop a grounding in basics of management.

• Understand key skills required for a manager.

• Transition to managing roles.

3 NEW MANAGER PROGRAM

| Course Type Class/VILT | Course No: 4338 |

Intermediate

⏱ **2 DAY**   👥 **For First Time Managers**

PURPOSE

Not many people get the chance to manage teams. People who get the opportunity need to learn how to prepare themselves to be an effective manager. It needs many skills, changes in your thought process and styles to prepare yourself to be a successful manager.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• The career pathway: Member- Manager- Leader.

• Common pitfalls of a first-time manager.

• Facilitate meetings and discussions.

• Communicate effectively to the team.

• Effective delegation.

• Motivate the team.

• Appraising performance

• Taking control as a manager.

• Make an impact.

4 PROJECT MANAGEMENT

| Course Type Class/VILT | Course No: 4323 |

Intermediate

⏱ **2 DAY**   👥 **Managers, Business Analysts, Project Teams**

PURPOSE

As the business world grows more competitive, organizations find it necessary to take on an increasing number of projects. Unfortunately, these same organizations often don't have skilled project managers to handle the work. In this program, participants will learn and practice the critical tools and techniques that have been proven necessary for project management success.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Discussing key definitions, concepts, terminology, and roles.

• Identifying the project work by creating the work breakdown structure (WBS).

• Project work estimation – time and cost.

• Work assignments and determining resources required for project completion.

• Assigning ownership to tasks.

• Budget creation.

• PMI guidelines.

HUMAN CAPITAL

1 TRAIN THE TRAINER

Course Type Class/VILT	Course No: 4803

Specialization

🕐 **1 DAY**   👥 **Everyone with a passion to teach**

PURPOSE

The Train the Trainer program help to identify the characteristics and the roles of an effective trainer. The learners understand the needs of research analysis prior to the training, exploring the adult learning theory. There will be a focus on understanding the importance and types of learner engagement and focus on developing the skills of adult class management and handling challenging participants and environments. The programme will provide a depth of personal insight and will enhance your ability to confidently deliver a training course that fully involves and engages the learners.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- To design and delivera training course targeted for adult learners.
- To manage the learner and the classroom virtual / in person environment.
- To introduce the theory of learning styles (for example, Kolb and 4MAT), while.
- Preparing an effective and clear course structure.
- To improve communication and presentation skills by applying the ADDIE methodology.
- To learn the fundamentals of Learning Space Design.
- To deliver the training by using training activities for different learning needs.
- Engaging with different types of learners. To apply innovative methods in your training designs and facilitation to accelerate the learning process.
- To address challenging participants, questions, and behavior receive and provide effective feedback.
- To manage the dynamics taking place in the group and to learn ways to deal with a group in a facilitation environment.
- To critique your own delivery and presentation skills using pointed group feedback.
- To prepare personal action plan beyond the TTT programme.

2 BALANCE SCORE CARD

Course Type Class/VILT	Course No: 4818

Specialization

🕐 **1 DAY**   👥 **Everyone who have a KPI and want to set KPIs for staff from all functions, Staff handling of Performance Management Projects**

PURPOSE

The Balanced Scorecard has emerged as a proven and effective tool forcapturing, characterizing and translating organizations strategic goals, into meaningful objectives at corporate, divisional, and individual employee levels, thereby allowing for the strategies to be successfully implemented.
When successfully developed and applied in an organisation, the Balanced Scorecard is best practice for modern management, it constructs performance management systems that work.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- To learn why, use a balanced scorecard.   • To understand the cause and effect.
- To analyze the four perspectives of a balanced scorecard.
- To bring the Strategic themes developed by the organisation.
- To learn how to translate strategy into operational objectives - Strategy Map.
- To develop a systematic, nine-step methodology for building and implementing a BSC, based on performance management theory.
- To understand the measurements, goals and aligning of the organisation to the strategy
- To understand how we can develop business units, functional, support and personnel scorecards.

LEADERSHIP

1 LEADING WITH EMOTIONAL INTELLIGENCE

Course Type Class/VILT	Course No: 4308

Intermediate

🕐 **1 DAY**   👥 **Managers and people in team handling roles**

PURPOSE

Emotional Intelligence is becoming an important field of research especially when it comes to managing emotions in the work place. Analyzing your own emotional intelligence and understanding how to manage your own emotional reactions to achieve desired results is one of the main modules that will be covered in this program.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- Understand emotional intelligence.
- Develop self-awareness.
- Awareness of others and empathy.
- Develop self-regulation.
- Build relationships.

2 DESIGN THINKING ESSENTIALS

Course Type
Class/VILT

Course No:
4331

Intermediate

1 DAY

Open to all based on Relevant

PURPOSE

Design thinking is the new buzzword in the field of innovation. It's a structured method which will help the learners to think and come with solutions to the problems they face. The course will help to understand the process of design thinking and how it can be used to develop new solutions, which is key in the domain of fintech and innovation.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• What is design thinking.

• Design thinking and role in innovation.

• Process of design thinking.

• Ways to synthesize ideas to a cohesive, practical products and solutions.

3 LEADERSHIP FUNDAMENTALS

Course Type
Class/VILT

Course no:
4801

Intermediate

1 DAY

New Managers and Individual Contributors (Fresh to Managerial Role)

PURPOSE

Introducing leadership guidelines to reflect your own leadership philosophy. Help you identify who you are as a leader and articulate your values and behaviors to generate a vision for your leadership and practice.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Understand and demonstrate broad leadership.

• Differentiate leadership and management.

• Identify effective leadership models and values.

• Practice behaviors of effective leaders and reflect on and ineffective behaviors.

• Know the key supervisory and management fundamentals.

• Identify key planning strategies to lead others toward shared vision.

• Understand insight into getting off to a successful start when placed in a new supervisory position.

4 LEADERSHIP COMMUNICATIONS

Course Type
Class/VILT

Course No:
4802

Intermediate

1 DAY

New Managers and Individual Contributors (Fresh to Managerial Role)

PURPOSE

Introduce leadership at all levels through communication. Strengthen and improve the ability to communicate with subordinates more effectively.

Identify strategies for building cohesive, efficient and effective teams, understanding conflict situations and applying an appropriate conflict resolution model.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Connect leadership and communication for better team effectiveness.

• Implement influence and persuasion strategies.

• Choose effective leadership tools for connection through communication.

• Implement communication strategies for effective teams.

• Planning impactful stories and presentations for communication with the team for results.

PERSONAL DEVELOPMENT

This Course is also available as E-learning   **E-Learning Code: 6003**

1 STRESS MANAGEMENT

Course Type
Class/VILT

Course No:
4303

Foundation

1 DAY

Open to all based on requirement

PURPOSE

Stress is a common sight in the modern-day workplace environment. This 1- day program helps the participants how to manage stress.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Understand stress and its impact.

• Analyze factors causing stress.

• Learn various techniques to manage stress.

• Learn how to prioritize things and manage pressure.

This Course is also available as E-learning E-Learning Code: **6013**

2	PERSONAL BRANDING	Course Type Class/VILT	Course No: 4340

Foundation

⏱ **1 DAY** 👤 **Middle and senior management officials**

PURPOSE

In this current highly competitive world, its extremely important that you learn to differentiate yourself from the crowd. The course helps you with effective strategies to develop your personal brand.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• What is personal branding.

• Building your brand – what sets you apart.

• Identify ways to communicate your brand.

• How to increase visibility of your brand?

3	MANAGING CHANGE & UNCERTAINTY	Course Type Class/VILT	Course No: 4814

Foundation

⏱ **1 DAY** 👤 **Open to all based on requirement**

PURPOSE

The world is undergoing disruptions like never before, mainly driven by technological changes. It is critical for organizations and employees that they are well prepared on all fronts to manage these challenging times.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Importance of developing tolerance to change and uncertainty.

• Understand the root causes of uncertainty.

• Discuss various strategies to manage uncertainty.

• How to help your employees manage uncertainty and change.

This Course is also available as E-learning E-Learning Code: **6133**

4	WORK LIFE BALANCE	Course Type Class/VILT	Course No: 4330

Foundation

⏱ **1 DAY** 👤 **Open to all based on requirement**

PURPOSE

An employee can contribute best to his work and organization when he blends his professional and personal life well. The learners would explore various effective methods to have a perfect blend of their personal and professional lives.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Productivity and efficiency.

• Balance through deliberate creation.

• Create a personal development plan.

• Set a clear line between personal and work time.

• The use of mindfulness meditation.

This Course is also available as E-learning E-Learning Code: **6006**

5	MANAGING MULTIPLE TASKS, PRIORITIES, DEADLINES	Course Type Class/VILT	Course No: 4815

👤 **Managers and people in team handling roles**

Foundation

⏱ **1 DAY**

PURPOSE

It's a common sight in corporate world to find people having multiple tasks, priorities and deadlines. Often most of these are important and its very difficult to manage the same. The course aims at helping learners in this regard .

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Evaluating and establishing priorities to meet deadlines.

• Effective planning and management techniques.

• How to effectively do multi task?

• Use positive communication and influencing techniques to ensure work is completed on time.

This Course is also available as E-learning | **E-Learning Code: 6211**

6 GETTING MOST OUT OF YOUR 24 HOURS

| | Course Type Class/VILT | Course No: 4316 |

Foundation

1 DAY | Open to all based on requirement

PURPOSE

Everyone has the same 24 hours. But some are effective inachieving many things within that period. This course aims atsharing some methods and best practices to get most out of your time.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Importance of time as a resource.

· Time stealers.

· Analyzing your use of time.

· Time management techniques.

7 BASIC ARABIC COMMUNICATION FOR NON-NATIVE SPEAKERS

| | Course Type Class/VILT | Course No: 4809 |

Foundation

1 DAY | Open to all based on requirement

PURPOSE

This course is meant for non-Arabic speakers who are keen on learning basic communication in Arabic. This will help them to improve their dealings with the customers and in their social life. This course covers only basic speaking skills and doesn't cover writing skills.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Basic communication.

· Everyday words and sentences.

· Use basic Arabic at workplace and social engagements.

8 MINDFULNESS 101

| | Course Type Class/VILT | Course No: 4810 |

Foundation

1 DAY | Open to all based on requirement

PURPOSE

Mindful living is emerging as a method which can help in stress reduction and create positive impact. The goal of mindfulness is to wake up to the inner workings of our mental, emotional, and physical processes.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Understand mindfulness.

· Explore how mindfulness can help in stress reduction.

· Bring focus and foster better relationships.

· Learn and practice basic mindfulness techniques.

9 ART OF NETWORKING

| | Course Type Class/VILT | Course No: 4337 |

Foundation

1 DAY | Open to all based on requirement

PURPOSE

This course focuses on how to effectively network for success.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Understand how to network to success.

· How to create, maintain and develop professional networks.

· How to project yourself and showcasing your value.

· Do's and Don'ts in professional networking.

10 CAMPUS TO CORPORATE

Course Type
Class/VILT

Course No:
4722

Foundation

⏱ **1 DAY**   👤 **New joiners in Banks**

PURPOSE

A new joiner in the corporate world must undergo a complete metamorphosis in their thoughts, behavior, and emotional aspects. They need to learn to work with diverse teams, senior managers and colleagues and follow the etiquette at the workplace.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- Do's and Don'ts.
- Greetings, introductions.
- Build relationships.
- Telephone etiquette.
- How to present yourself to people.
- Developing your professional and personal image.
- Workplace etiquette.
- Email etiquette.

11 TEAM WORK AND COLLABORATION

Course Type
Flipped

Course No:
4816

Intermediate

⏱ **1 DAY**   👤 **Open to all based on relevance**

PURPOSE

In today's corporate world, teamwork and collaboration is essential for helping the organization achieve its objectives. Often multi-functional diverse teams including online and offsite teams are expected to collaborate to develop new products, services and improve the client experience.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- Understand the complexities of working in teams.
- Learn how to create an atmosphere of collaboration, trust, and shared vision.
- Analyze how to focus on results and analyze performance.
- Use collaborative tools for ideation, project management and data analysis.
- Effectively handle intra group conflicts and solve problems.

12 TREATING PEOPLE OF DETERMINATION WITH SENSITIVITY

Course Type
Class/VILT

Course No:
4817

Intermediate

⏱ **1 DAY**   👤 **Officials in consumer facing roles**

PURPOSE

UAE Federal law confers some special rights on People of Determination to ensure that they are treated fairly and with dignity. People of determination have the right to be treated at equal terms with other consumers and disability cannot be a reason for any kind of discrimination or rejection of any service. This means that the financial institutions should treat them with utmost care and sensitivity.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- Understand the rights of People of Determination and other vulnerable groups
- Understand relevant provisions of the UAE Consumer protection standards and UAE Federal law.
- Learn how to handle the people with special needs in customer facing roles.
- Learn about the principles, etiquettes, and best practices to treat them fairly and with empathy.
- Analyze the global best practices on treating such people with sensitivity.

13 CREATIVE THINKING AND PROBLEM SOLVING

Course Type
Class/VILT

Course No:
4812

Intermediate

⏱ **1 DAY**   👤 **Open to all based on relevance**

PURPOSE

Creative thinking and problem solving are key competencies for a modern banker in a highly disruptive banking era. There is always scope for innovation, process improvement and improving customer experience by applying creative thinking and problem-solving techniques.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- Apply logical and creative thinking models to solving problems and making decisions
- Employ creativity and lateral thinking as business tools
- Analyze and solve actual problems facing them at work
- Demonstrate human centricity in the problem-solving approach
- Develop strategic approaches to problem solving and decision making

14 INFLUENCE WITHOUT AUTHORITY

Course Type Class/VILT | **Course No:** 4813

Intermediate

⏱ **1 DAY** 👥 **Open to all based on relevance**

PURPOSE

It is not necessary to have formal power and authority to influence others. Working effectively in a team implies influencing others through persuasive approaches, listening and effective communication. This course will enable the learners how to lead without a title.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· How to be positively persuasive so people will buy into your ideas.

· Ways to set the stage so you gain respect and credibility.

· Learn how to act calmly under pressure.

· Guidelines when giving constructive criticism.

· Best practices for writing persuasive emails.

15 LEADING REMOTE TEAMS

Course Type Class/VILT | **Course No:** 4800

Specialization

⏱ **1 DAY** 👥 **Managers**

PURPOSE

With new work approaches like work from home, remote working etc becoming a norm, managers in financial services industry must now lead their teams out of office and remote locations. Managing such diversity, monitoring performance, solving problems etc are challenges of the modern day managers and team leads. This course aims to support them with the skills in this regard.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Develop your virtual leadership presence

· Plan and facilitate a successful virtual meeting.

· Strengthen team networks for improved performance.

· Create trust and engagement in a virtual environment.

· Handling conflicts and employee morale.

· Build a solid foundation to coach and provide feedback virtually.

16 NEGOTIATION SKILLS

Course Type Class/VILT | **Course No:** 4339

Foundation

⏱ **1 DAY** 👥 **Managers**

PURPOSE

Participants will understand and appreciate the nature of negotiation. Some of the key concepts that will be covered include negotiation process planning, techniques and tactics. Through group activities and case studies, participants will learn questioning, listening and summarizing skills.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· The art of negotiation.

· Differences in behavioral styles—passive, aggressive and assertive.

· Planning & preparing for negotiation.

· Communication in negotiation.

· Negotiation strategies.

· Tactics & counter tactics.

· Negotiating across cultures

17 BUSINESS ETIQUETTE

Course Type Class/VILT | **Course No:** 4306

Foundation

⏱ **1 DAY** 👥 **Managers**

PURPOSE

This program will equip participants with the hidden values – and priceless potential – of image, etiquette and protocol and how they can make a difference in business by effectively employing them. The course aims at presenting and promoting yourself and your organization with precision and style.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Network for success.

· Business etiquette global rules for a positive first impression.

· Dress code and professional attire.

· Common faux pas for men and women at their professional attire.

· Professionalism and a philosophy of life.

· Business etiquette as a life attitude.

· Types of business receptions.

· Dress code upon business social events.

· Cross cultural orientation

18 POWERFUL TELE SALES SKILLS

Course Type Class/VILT | **Course No:** 4334

Foundation

⏱ 1 DAY — Officials in sales departments, especially in call centers

PURPOSE

Telesales is a highly effective sales channel for most Insurances. It is extremely important to ensure highest professionalism in dealing with the customer over the phone. The callers have a tough task of relating their product to the customer needs and closing the sales. This course will help them to be more effective in their roles.

LEARNING OUTCOMES

After the completion of this course, the learner should be able to understand:

• Difference in telesales in Insurance vs other industries.
• Quickly the customer needs and present a solution.
• How to quickly build rapport over the phone.
• How not to sell.
• Business etiquette and ethics in telesales.

19 MANAGING SUCCESSFUL SALES TEAM

Course Type Class/VILT | **Course No:** 4334

Intermediate

⏱ 1 DAY — Sales team Leaders, Sales Managers, Relationship Managers etc.

PURPOSE

Given the increasing competition in the Insurance space, it is extremely important to have the right sales teams. Team leaders need to effectively manage their teams to ensure that the business objectives are achieved. They also should develop the right skills for the team and ensure that the members are motivated to grow in their roles.

LEARNING OUTCOMES

After the completion of this course, the learner should be able to understand:

• After the completion of this course, the learners would be able to understand:
• Set meaningful objectives for individuals and the team.
• Set achievable objectives.
• Build and develop the skills of the team.
• Manage underperformance.
• Keep top performers motivated.
• Recruit the right people for the team.
• Ensure professionalism and ethics in the team.
• Effective meetings to galvanize the team.

20 SOCIAL MEDIA AND DIGITAL MARKETING

Course Type Class/VILT | **Course No:** 4336

Foundation

⏱ 1 DAY — Officials from marketing departments, customer relations and product teams

PURPOSE

This course focuses on the role of digital channels in an integrated marketing campaign and why you need a digital strategy. Social media and other digital platforms can be put to best use to ensure the boost in the visibility of the brand, effectively sell products and serve the customer.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Introduction to core principles and purpose of digital marketing.
• Strategic approach to Digital Marketing: recognizing benefits of each platform.
• Components of branding and maintaining a successful website.
• Best tools to analyze a website.
• The importance & power of Search: SEO & SEM.
• Fundamentals of Search Engine Optimization (SEO): On page SEO and Off page SEO.
• Importance of Keywords & Quality Score.
• How to generate keywords & select effective ones for a campaign.
• Fundamentals of Search Engine Marketing (SEM): Search Engine Advertising and its importance as a driver of quality traffic and leads to the website.
• Exercise: Set up a google ad.
• Social Media Marketing (SMM) : Multi - channel social media.
• strategy- leveraging uniqueness of each channel.
• Importance of content planning.
• Best tools for content planning & creation.
• Exercise: How to set up a Facebook Ad.
• Google analytics - Insights into different reports and terminologies.

20 ART OF CROSS SELLING

| Course Type Class/VILT | Course No: 4804 |

Intermediate

1 DAY — Customer Retention and Customer Life cycle management team, Relationship Managers, ARMs, Customer Service officers, Branch Managers and all Insurance officials, who have either a Cross Sell target or an Income target.

PURPOSE

Cross Selling is a Marketing Strategy that can add significant to each sales value and sustain increase revenue generation over a period of time. Cross sell along with Upsell is a Valuable Customer Retention Strategy.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:
• The Concept of Cross Sell and Upsell.
• Why Cross Sell – importance and its benefits.
• The positive relationship between Cross Selling and Customer Retention.
• Common techniques in Cross Sell and Upsell.
• The use of technology in Cross selling.

21 CLOSING SKILLS

| Course Type Class/VILT | Course No: 4805 |

Intermediate

1 DAY — Official involved in sales roles

PURPOSE

This course aims at sharing some of the best practices and techniques program. This course aims at sharing some of the best practices and techniques in sales and closing a transaction successfully.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:
• How to ask better questions to add value to customer.
• How to persuade customers with a structured approach and using psychology.
• How to handle cases without immediate close?
• How to employ a verify of closing techniques depending on the customer's response and the nature of the interaction?

22 CUSTOMER JOURNEY MAPPING

| Course Type Class/VILT | Course No: 4806 |

Specialization

1 DAY — Open to all based in relevance.

PURPOSE

A customer journey map is a graphical representation of the stage's customers take when they interact with an organization, whether it's through a product, an online experience, a retail experience, a service, or any combination of these. As the number of touchpoints increases a customer journey map becomes increasingly difficult but essential

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:
• Identify and understand key customer segments.
• Develop a detailed customer journey for these segments.
• Understand what key customer journeys drive the business.

23 CUSTOMER SERVICE GAME

| Course Type Class/VILT | Course No: 4807 |

Foundation

1 DAY — Tellers, Customer Service Officers, Relationship managers, Branch Managers and anyone who is engage is direct Customer interaction.

PURPOSE

Games are a great way to illustrate important factors about the customer-representative relationship. The objective is to learn the Infrastructure of communicating and connecting with customers beyond customer Service theories and books.

LEARNING OUTCOMES

After the completion of this course, the learner should be able to understand:
• Don't tell me, let me guess.
• Never say Never.
• Call me by my name.
• Active listening game.
• Narrate a letter to customer service personnel.
• The customer experience game.
• The best customer service scenarios.

24 HANDLING OBJECTIONS

Course Type
Class/VILT

Course No:
4808

Intermediate

🕐 **1 DAY**

Relationship Managers, ARMs and Customer Service officers who are engaged in Sales & Marketing, Relationship Management or Cross sell responsibilities.

PURPOSE

Effective Handling of objections act a catalyst that supports customer decision making process. This course helps you to analyze different customer objections and use communication techniques that realign and refocus the clients base of thought as a method to move forward.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• "Objections" – A Positive Sign.

• Challenging customer sales and service scenarios.

• Understand the common type of objections.

• Techniques for effective objective handling.

• Handling Objections – Role Plays. • Closing the deal.

12

INNOVATION QUALITY AND BUSINESS EXCELLENCE

INNOVATION, QUALITY & BUSINESS EXCELLENCE

This category has many new programs in the domains of Innovation and Business Transformation apart from the major offerings in all the areas of Quality domain.

Professional Certifications

1. LEAN SIX SIGMA GREENBELT CERTIFICATION

Lean Six Sigma (2)

1. Business Process Re-engineering (1)
2. Seven Tools of Quality (2)
3. Change Management (1)
4. RCA and Complaint Management (1) **New**
5. Understanding EFQM Model (Dubai Quality Awards) (1) **New**

1. Blue Ocean Strategy (1)
2. Intraperneurship (1)
3. Customer Journey Mapping **New** (1)

QUALITY

1. Agile 101 (1)
2. Agile Project Management (1) **New**
3. Customer Experience (1)

START

INNOVATION

BUSINESS EXCELLENCE

QUALITY MANAGEMENT

1 BUSINESS PROCESS RE-ENGINEERING

Course Type Class/VILT
Course No: 4502

Intermediate

🕐 **1 DAY**

Quality Professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders. Project Engineers, IT Consultants, HR managres, Process Owners Internal Auditor

PURPOSE

This course will help delegates to understand how to radically change a process using the framework of Business Process Re-engineering (BPR).

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Overview about Business Process Re-engineering.

• Process definition to develop value stream maps.

• Improving process efficiency using the framework of Business Process Re-engineering (BPR).

This Course is also available as E-learning **E-Learning Code: 6200**

2 SEVEN TOOLS OF QUALITY

Course Type Class/VILT
Course No: 4501

Intermediate

🕐 **2 DAY**

Quality Professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders. Project Engineers, IT Consultants, HR Managres

PURPOSE

The seven basic quality control tools are a set of commonly used graphical statistical analysis tools. They can be used to help solve many different types of problems, not just quality problems. The seven tools are: cause and effect diagrams, check sheets, control charts, histograms, pareto charts, scatter plots, and flow chart. Given this background, the course aims at providing the participants with understanding of seven tools of quality and how it can be implemented in banking.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Understand dimensions of quality.

• Describe each of the tools - Cause and effect diagrams, check sheets, control charts, histograms, pareto charts, scatter plots, and flow chart.

• Use these tools in banking and finance.

3 MANAGING CHANGE IN BUSINESS PROCESSES

Course Type Class/VILT
Course No: 4506

Intermediate

🕐 **1 DAY**

Quality Professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders. Project Engineers, IT Consultants, HR managres, Process Owners Internal Auditors

PURPOSE

Change is something that though is seen positively in an organization can also can cause stress in an organization if not managed properly. This course provides a framework to implement change effectively in a process organization and explains how change management can be used as a way to improve quality.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Identify what to change in a process.

• Understand how to implement change in a structured manner.

• Understand how to manage human side of change.

4 LEAN SIX SIGMA

Course Type Class/VILT
Course No: 4503

Specialization

🕐 **2 DAY**

Quality Professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders. Project Engineers, IT Consultants, HR managres, Process Owners Internal Auditors

PURPOSE

Lean six sigma is widely recognized as one of the most effective quality tools with applications in manufacturing and service sector. While lean methodology focuses on reduction of wastage in a process, six sigma is a structured data driven approach that strives towards greater than %99 efficiency. The combination of these two methods promises to give exceptional results in terms of process improvement, error reduction and hence reduced costs and increased customer satisfaction.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Understand lean six sigma methodology.

• Apply DMAIC model to improve banking processes.

BUSINESS TRANSFORMATION

1 AGILE 101

Course Type
Class/VILT

Course No:
4508

Intermediate

⏱ **1 DAY**

Quality Professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders. Project Engineers, IT Consultants, HR managres, Process Owners Internal Auditors

PURPOSE

The training is developed to provide hands on experience on how individuals and teams can transition from current project management methodologies to change driven methodologies using agile principles, frameworks and tools. With special focus on banking and financial sector, this course focuses on the tools and techniques that individuals need to master in order to adopt agile ways of working.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Introduction to Agile.

· Difference between ‹doing› and 'being' agile.

· Toolkit for implementing agile.

· Introduction to scrum.

· Use cases in banking and financial domain.

2 AGILE PROJECT MANAGEMNT

Course Type
Class/VILT

Course No:
4510

Specialization

⏱ **1 DAY**

Quality Professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders. Project Engineers, IT Consultants, HR managres, Process Owners Internal Auditors

PURPOSE

Explain Need of Project management Understand the basic concepts of common agile ways of working Understand the purpose and context for combining Project management and the agile way of working.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Explain the Project Management Agile behavior's.
» Transparency » Collaboration » Rich communication » Self-organization » Exploration

· Recall the definition of the following agile terms. (glossary)
» Backlog (sprint, release & product) » Benefit (value) » Epic » Information radiator
» Spike » Stand up meeting » Timebox (sprint, release) » Waterfall methodology

· Explain key Agile concepts and techniques.
» Scrum » Lean Startup (incl. MVP) » Retrospectives
» User stories (incl. Definition of 'ready' and 'done') » Workshops

3 CUSTOMER EXPERIENCE

Course Type
Class/VILT

Course No:
4509

Intermediate

⏱ **1 DAY**

Quality Professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders. Project Engineers, IT Consultants, HR managres, Process Owners Internal Auditors

PURPOSE

Customers of "today" is very informed and hence very demanding. Customer facing officers are challenged by high customer expectation in a very competitive business environment. Hence it requires improvising from the existing customer service practices to an improved customer experience.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

· Customer journey.

· Taking the extra mile.

· Becoming a happiness engineer.

· Using customer experience as a strategy.

· Methods to improve customer experience strategy.

· The link between customer experience and customer retention.

· Measuring customer experience.

INNOVATION

1 BLUE OCEAN STRATEGY

| Course Type Class/VILT | Course No: 4507 |

Intermediate

🕐 **1 DAY**   👤 Open to all based on relevance to their roles. Ideal for Senior officials in marketing, startegy product development etc

PURPOSE

Blue ocean strategies about how to use differentiation to open a new market space and create new demand. It is about creating and capturing uncontested market space, thereby making the competition irrelevant.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Learn the concept of blue ocean strategy.

• Discuss various use cases of blue ocean strategy.

• How to create competitive advantage using blue ocean strategy.

• Learn new product development using blue ocean strategy.

2 DESIGN THINKING ESSENTIALS

| Course Type Class/VILT | Course No: 4331 |

Intermediate

🕐 **1 DAY**   👤 **Mid and Senior Level professionals**

PURPOSE

Design thinking is the new buzzword in the field of innovation. It's a structured method which will help the learners to think and come with solutions to the problems they face. The course will help to understand the process of design thinking and how it can be used to develop new solutions, which is key in the domain of fintech and innovation.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• What is design thinking.

• Design thinking and role in innovation.

• Process of design thinking.

• Ways to synthesize ideas to a cohesive, practical products and solutions.

NEW COURSES

1 RCA AND COMPLAINT MANAGEMENT

| Course Type Class/VILT | Course No: 4511 |

Intermediate

🕐 **1 DAY**   👤 **Open to all based in relevance**

PURPOSE

This specialist training focusses on two critical aspects of complaint management: the systems or procedural aspect related to how complaint should be processed and how complaints can be used as the foundation for process improvement. The course has been developed in line with requirements of CBUAE consumer protection standard and also discussed how root cause analysis can be done for banking processes.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

• Understand the basics of complaint management protocols in line with CBUAE consumer protection code.

• Understand how to do RCA with banking data.

2   **UNDERSTANDING EFQM MODEL (DUBAI QUALITY AWARDS)**

| Course Type Class/VILT | Course Co: 4512 |

Intermediate

⏱ **1 DAY**   👥 **Open to all based in relevance**

PURPOSE

The Excellence Model of the European Foundation for Quality Management (EFQM) is a self-assessment methodology for assessing an organizations strengths and opportunities for development across all of its operations. The Dubai Quality Award, initiated in 1994, is based on the Excellence Model used by the European Foundation for Quality Management (EFQM).

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- Understand the basics of the EFQM Excellence Model, the RADAR Logic and the fundamental concepts.
- Understand the requirements for Dubai Quality Awards.

3   **CUSTOMER JOURNEY MAPPING**

| Course Type Class/VILT | Course No: 4806 |

Specialization

⏱ **1 DAY**   👥 **Open to all based in relevance**

PURPOSE

A customer journey map is a graphical representation of the stage's customers take when they interact with an organization, whether it's through a product, an online experience, a retail experience, a service, or any combination of these. As the number of touchpoints increases a customer journey map becomes increasingly difficult but essential.

LEARNING OBJECTIVES

After the completion of this course, the learner should be able to understand:

- Identify and understand key customer segments
- Develop a detailed customer journey for these segments
- Understand what key customer journeys drive the business

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BUSINESS COMMUNICATION

BUSINESS COMMUNICATION

The new blended learning Business Communication category is designed for intermediate to advanced level English-speaking professionals. It aims to help learners develop their language and communication skills to work effectively with clients and colleagues at work. Learners will acquire workplace vocabulary; speaking and presentation skills related to clarity and fluency in formal and informal exchanges; collaboration skills; and the ability to compose common forms of business writing.

Through E-learning content, class discussions, writing practice, collaborative tasks, and presentations, learners will gain the vocabulary as well as the reading, writing, speaking, and listening skills required to communicate successfully at work.

Business communication courses

1. Business writing (1)
2. Writing proposals & reports (1)
3. Creating engaging presentations (2)
4. Professional email correspondence (1)
5. Crafting persuasive messages (1)
6. Delivering speeches or presentations (1)

BUSINESS COMMUNICATION

BUSINESS WRITING	Course Type Flipped	Course No: 4202
Specialization	1 DAY	Junior and Mid Level

PURPOSE

Refine writing skills related to the planning, composing and editing of business documents.

COURSE LEARNING OUTCOMES

• Plan and compose written messages.

• Proofread and revise business documents.

• Compose professional document in small groups.

E-LEARNING CONTENT

• Introduction to planning and composing content.

• Compose a business email (peer edited during live session).

LIVE CLASS CONTENT

• Introduction to planning and composing content.

• Compose a business email (peer edited during live session).

2 WRITING PROPOSALS & REPORTS

Course Type **Flipped** | Course No: **4736**

Specialization

⏱ **1 DAY** | **Junior and Mid Level**

PURPOSE

To show you how to write a formal report and how to put together the kind of proposal that often precedes a formal report. Show how to write a progress report.

COURSE LEARNING OUTCOMES

- Evaluate effectiveness of varied proposals and reports.
- Create visuals and data displays.
- Site research sources and other documentation.

E-LEARNING CONTENT

- Guild lines for creating effective visual and data displays.
- Analyze data and information for reports.

LIVE CLASS CONTENT

- Write progress reports.
- Write formal reports.
- Write proposals.

3 CREATING ENGAGING PRESENTATIONS

Course Type **Flipped** | Course No: **4724**

Intermediate

⏱ **1 DAY** | **Junior and Mid Level**

PURPOSE

Organize and create PowerPoint presentations with appropriate structure and visuals.

COURSE LEARNING OUTCOMES

- Construct varied purpose statements for oral presentations.
- Plan and organize structure and strategy for presentations.
- Choose applicable content and visuals for PowerPoint presentations.

E-LEARNING CONTENT

- Introduction to purpose statements, organization and structure strategies for PowerPoint presentations.
- Prepare a focused 5 minute PowerPoint presentation presentation revised during live session.

LIVE CLASS CONTENT

- Discuss organizational flow and effective visuals.
- Peer edit PowerPoint presentations.

4 PROFESSIONAL EMAIL CORRESPONDENCE

Course Type **Flipped** | Course No: **4205**

Intermediate

⏱ **1 DAY** | **Open to all based on requirement**

PURPOSE

Improve professional correspondence and business email etiquette through practice and proofreading.

COURSE LEARNING OUTCOMES

- Distinguish between appropriate and inappropriate email etiquette.
- Compose emails with formal words, verbs and phrases.
- Compose positive and negative messages with appropriate technology.

E-LEARNING CONTENT

- Introduction to formal words, verbs and phrases to use in emails.
- Compose business email with formal language (revised during live session).

LIVE CLASS CONTENT

- Peer edit and revise business emails.
- Discuss email etiquette and appropriateness of technology when communicating.

5 CRAFTING PERSUASIVE MESSAGES FOR MANAGERS

Course Type
Flipped

Course No:
4723

Specialization

1 DAY | **Team Leaders, Managers**

PURPOSE

To understand what makes message persuasive and to learn how to develop more persuasive messaging in business settings.

COURSE LEARNING OUTCOMES

• Compare and contrast differing persuasive strategies.

• Write persuasive problem-solving messages.

• Apply varied tone and variety in persuasive message .

E-LEARNING CONTENT

• Analyse persuasive situations.

• Investigate tone in persuasive messages.

LIVE CLASS CONTENT

• Choosing a persuasive strategy.

• Make persuasive direct requests.

• Solving a sample problem.

6 DELIVERING SPEECHES OR PRESENTATIONS

Course Type
Flipped

Course No:
4210

Intermediate

1 DAY | **Open to all based on requirement**

PURPOSE

Improve ability to deliver engaging and meaningful presentations by practicing effective body language and audience engagement.

COURSE LEARNING OUTCOMES

• Employ appropriate body language for oral presentations.

• Plan how to incorporate your audience.

• Practice giving oral presentations using PowerPoint.

E-LEARNING CONTENT

• Introduction to effective and ineffective body language for presentations.

• Prepare a focused -5minute PowerPoint presentation (presented during live session).

LIVE CLASS CONTENT

• Rehearse PowerPoint presentation with effective body language and audience engagement.

• Receive feedback on impactfulness of presentation.

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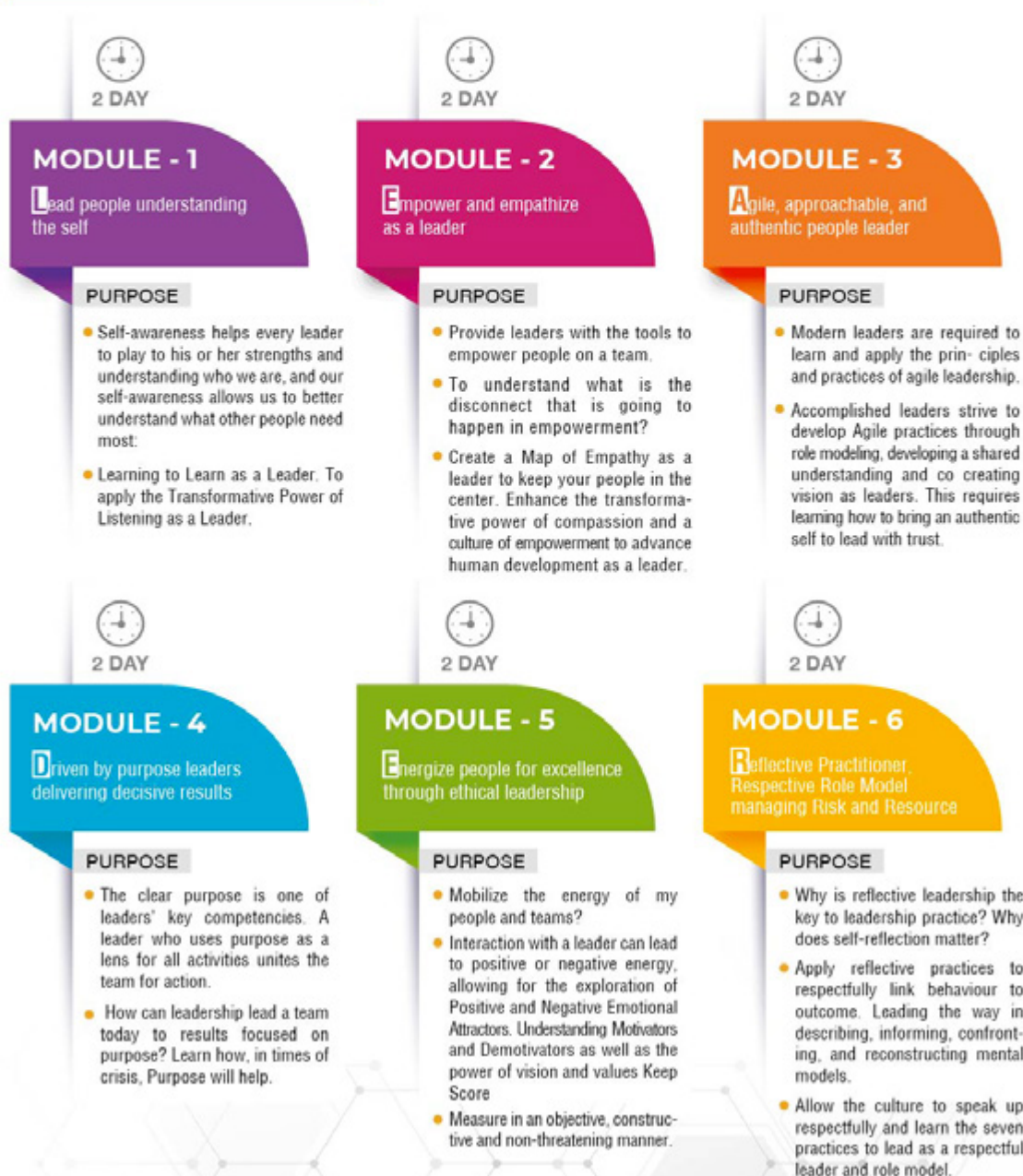1983

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LEADERSHIP
PROGRAM

EIBFS 'LEADER' FRAMEWORK

TARGET AUDIENCE

- This a program for Individuals who have at least 3 year managerial experience.
- Completion of all the modules lead to the EIBFS – Certified Professional LEADER "Award." (This can be done over a period of two years)
- Potential Titles of Eligible candidates – Manager / Senior Manager / Assistant Vice President / Team Leader / Lead / Vice President / Head etc.

PROGRAM STRUCTURE

2 DAY

MODULE - 1
Lead people understanding the self

PURPOSE

- Self-awareness helps every leader to play to his or her strengths and understanding who we are, and our self-awareness allows us to better understand what other people need most;
- Learning to Learn as a Leader. To apply the Transformative Power of Listening as a Leader.

2 DAY

MODULE - 2
Empower and empathize as a leader

PURPOSE

- Provide leaders with the tools to empower people on a team.
- To understand what is the disconnect that is going to happen in empowerment?
- Create a Map of Empathy as a leader to keep your people in the center. Enhance the transformative power of compassion and a culture of empowerment to advance human development as a leader.

2 DAY

MODULE - 3
Agile, approachable, and authentic people leader

PURPOSE

- Modern leaders are required to learn and apply the prin- ciples and practices of agile leadership.
- Accomplished leaders strive to develop Agile practices through role modeling, developing a shared understanding and co creating vision as leaders. This requires learning how to bring an authentic self to lead with trust.

2 DAY

MODULE - 4
Driven by purpose leaders delivering decisive results

PURPOSE

- The clear purpose is one of leaders' key competencies. A leader who uses purpose as a lens for all activities unites the team for action.
- How can leadership lead a team today to results focused on purpose? Learn how, in times of crisis, Purpose will help.

2 DAY

MODULE - 5
Energize people for excellence through ethical leadership

PURPOSE

- Mobilize the energy of my people and teams?
- Interaction with a leader can lead to positive or negative energy, allowing for the exploration of Positive and Negative Emotional Attractors. Understanding Motivators and Demotivators as well as the power of vision and values Keep Score
- Measure in an objective, constructive and non-threatening manner.

2 DAY

MODULE - 6
Reflective Practitioner, Respective Role Model managing Risk and Resource

PURPOSE

- Why is reflective leadership the key to leadership practice? Why does self-reflection matter?
- Apply reflective practices to respectfully link behaviour to outcome. Leading the way in describing, informing, confronting, and reconstructing mental models.
- Allow the culture to speak up respectfully and learn the seven practices to lead as a respectful leader and role model.

STRATEGIC LEADESHIP IN THE ERA OF DISRUPTION

eibfs   UNIVERSITY OF OXFORD

COURSE HIGHLIGHTS
This is a two weeks residential program at University of Oxford that aims at developing leaders who can lead businesses in the disruptive era. This is a unique program which focuses on three overarching themes of industry disruption, strategic focus and leadership. This course assumes special significance at a time when the banking industry is characterized by digital disruption, cost pressures, mergers etc. This program comes with the Oxford Business Alumni benefits.

COURSE HIGHLIGHTS
» How to develop the 'mind of a strategist in a disrupted industry'.
» How to develop strategic competence of leaders such as strategic alignment, understanding technology disruption, and balancing competing strategic demands.
» How to focus on important leadership competencies such as aligning operations and people with strategy,
» How to lead change and innovation in your organization.

TARGET AUDIENCE
This course is targeted at business heads or candidates who are being groomed for such roles in the future.

DURATION
2 weeks residential at Oxford University delivered by the world class Oxford Faculty.

DIGITAL TRANSFORMATION LEADERSHIP

eibfs   INSEAD The Business School for the World*   IBS معهد الدراسات المصرفية INSTITUTE OF BANKING STUDIES

COURSE HIGHLIGHTS
Digital technologies and digital trends have become the core of almost every industry. The key drivers like new channels & touch points, new devices, diverse data, smart data, new competitors, social networks & social media, augmented reality, artificial intelligence, robotics, and IoT are transforming the industry. As businesses, you can only 'create value' and drive 'profitable growth' if you understand not only what customers 'need' but also what customers really 'want'. This strategic program meant for business leaders aims at delivering value for their organizations and clients.

COURSE HIGHLIGHTS
» How to enhance traditional strategy frame works with innovative digital approaches to create outstanding digital experiences
» Formulate and communicate a digital strategy to create value and profitable growth
» Understand the power of data in a digital world
» Embrace Innovation, remain flexible & agile, and be entrepreneurial to capture and apply profitable and new opportunities
» Identify Key Digital Levers to (co)-create and capture value by leveraging digital trends and new technologies
» Recognize Digital threats and opportunities

TARGET AUDIENCE
This course is targeted at Senior leaders and business heads.

DURATION
4 days at INSEAD Abu Dhabi campus.

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INSIGHT
E - LEARNING
PROGRAM

INSIGHT E-LEARN PROGRAMS

No.	Course Name	Code	Level	Category
1.	Islamic Insurance (Takaful)	6138	Foundation	Insurance Operations
2.	Property Insurance	6290	Foundation	Non Life
3.	AML for Insurance - Focused Lecture Series	6114	Intermediate	Risk & Compliance
4.	Methods of Money Laundering	6125	Intermediate	Risk & Compliance
5.	Introduction to Financial Crimes	6217	Foundation	Risk & Compliance
6.	AML for Non-Compliance Staff	6219	Foundation	Risk & Compliance
7.	Coaching Skills for Managers	6001	Intermediate	Personal Development, Management & Leadership Skills
8.	Managing Stress At Workplace	6003	Foundation	Personal Development, Management & Leadership Skills
9.	Managing Multiple Task, Priorities & Deadlines	6006	Foundation	Personal Development, Management & Leadership Skills
10.	Working from Home: Tips & Tricks	6060	Intermediate	Personal Development, Management & Leadership Skills
11.	Staying Positive During Disruptive Times	6063	Intermediate	Personal Development, Management & Leadership Skills
12.	Overcoming Procrastination - Focused Lecture Series	6076	Intermediate	Personal Development, Management & Leadership Skills
13.	Creating Good Will With Emails - Focused Lecture Series	6124	Intermediate	Personal Development, Management & Leadership Skills
14.	Introduction to Mindfulness	6130	Intermediate	Personal Development, Management & Leadership Skills
15.	The Happy Life	6131	Intermediate	Personal Development, Management & Leadership Skills
16.	Business Email Essentials	6263	Intermediate	Personal Development, Management & Leadership Skills

INSIGHT E-LEARN PROGRAMS

No.	Course Name	Code	Level	Category
17.	Business Etiquette	6210	Foundation	Personal Development, Management & Leadership Skills
18.	Presenting Data Effectively using Pivot Table and Charts : Focused Lecture Series	6009	Intermediate	Fintech & Analytics
19.	Data Driven Decision Making	6065	Intermediate	Fintech & Analytics
20.	Excel: Effective Data Presentation Using Charts-Focused Lecture Series	6072	Intermediate	Fintech & Analytics
21.	Excel: A Beginners Guide On Using Excel	6095	Intermediate	Fintech & Analytics
22.	Excel: A Beginners Guide to Macros	6118	Intermediate	Fintech & Analytics
22.	Fintech 101	6134	Foundation	Fintech & Analytics
23.	Excel Primer	6216	Foundation	Fintech & Analytics
24.	Dashboard Using Tableau Public	6232	Specialization	Fintech & Analytics
25.	Art of Cross Selling: Focused Lecture Series	6010	Foundation	Sales & Marketing
26.	Work Life Balance	6133	Foundation	Human Resources Management & Leadership Programs
27.	Basics of Quality	6307	Foundation	Quality Management Program
28.	Process Map	6298	Foundation	Quality Management Program
29.	Process Calculations	6299	Foundation	Quality Management Program
30.	Pareto Chart	6301	Foundation	Quality Management Program
31.	Hypothesis Testing	6302	Foundation	Quality Management Program
32.	Control Chart	6304	Foundation	Quality Management Program

OUR PARTNERS

LOCATION

Abu Dhabi

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Emirates Institute of Finance