EIF
معهد الإمارات المالي
Emirates Institute of Finance

SINCE 1983

ANNUAL TRAINING PLAN 2024

ENABLING YOUR VISION

www.eif.gov.ae

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ABOUT EIF

Welcome to the Emirates Institute of Finance (EIF), where excellence meets opportunity! Established in 1983, EIF stands as a beacon of knowledge and expertise in the realms of banking and finance. In the vibrant landscapes of the MENA and GCC regions, EIF has emerged as a leading training centre, offering unparalleled educational experiences and comprehensive services.

With a strong commitment to shaping the future of finance, EIF operates from its strategically located campuses in Sharjah, Abu Dhabi, and Dubai, at the heart of the United Arab Emirates. Here, we go beyond traditional learning, providing world-class training and allied services that propel the careers of both aspiring students and seasoned professionals in the financial services sector.

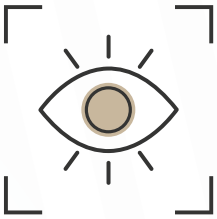
At EIF, we take immense pride in our role as pioneers in promoting Emiratization. Through various impactful initiatives, we have nurtured the careers of countless Emiratis, empowering them to reach new heights in the world of finance. Our dedication to this cause has not only transformed individual lives but has also contributed significantly to the nation's economic growth.

What sets EIF apart is not just our legacy but also the quality of education we offer. Our academic programs are meticulously crafted and accredited by the esteemed Commission for Academic Accreditation (CAA), Ministry of Higher Education and Scientific Research. Graduates of EIF are not just equipped with knowledge; they are prepared for success. Many of our alumni have gone on to secure fulfilling employment opportunities in prestigious banks and financial institutions, not only within the UAE but also on a global scale.

At EIF, we believe in nurturing talents, fostering innovation, and shaping the future of finance. Together, we embark on a journey of learning, growth, and boundless possibilities together.

OUR VISION

We envision enabling top-tier financial specialists by building capabilities, setting standards, and fostering innovation in the sector.



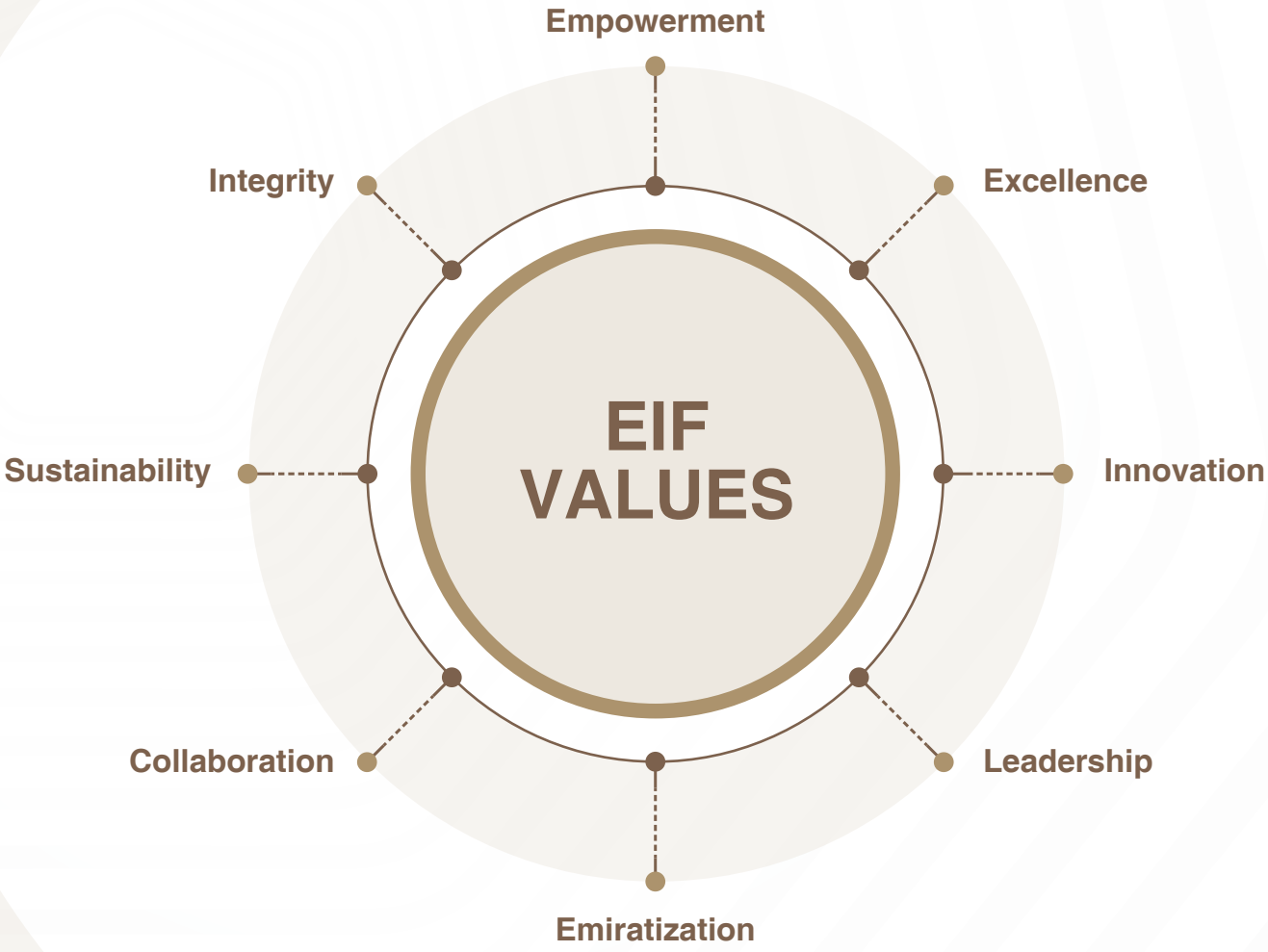
OUR MISSION

To empower the financial services sector with a world-class talent development ecosystem, fostering innovation, driving Emiratisation, and upholding the highest standards through targeted training, accreditation, and cutting-edge AI-powered solutions

OBJECTIVES

- Elevate overall competency of the sector workforce
- Achieve national Emiratization targets within financial services sector
- Become regional benchmark and world class institute
- Become the innovative centre of the sector

VALUES


Empowerment
Integrity
Excellence
EIF
VALUES
Sustainability
Innovation
Collaboration
Leadership
Emiratization

A Message from the **Chairman**

The Emirates Institute of Finance (EIF) as a trailblazer of innovation in the United financial sector, dedicated to empowering banking and insurance industries. Focused talent, EIF plays a pivotal role in enhancing shaping future leaders in this strategic field. global partnerships, EIF delivers cutting-edge equipping participants with the latest financial and international certifications. Our commitment to continuous development is reflected in our tailored training initiatives, ensuring adaptability in the face of evolving digital technologies.

The successes of EIF's programs underscore our trainees' ability to grasp challenges and envision a future that positions them as valuable contributors to sectoral growth. As we move forward into 2024, our training plan aligns with global sectoral expansion, offering a holistic perspective rooted in international standards. Moreover, our initiatives are strategically designed to cultivate the next generation of UAE national leaders within banks, insurance companies, and other financial institutions. At EIF, we are shaping a cadre of professionals poised to drive the UAE's financial industry to new heights by offering the 2024 training plan that goes in in line with the global growth of the relevant sectors and provides a comprehensive view of the international standards applied by the financial sector worldwide.

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

A Message from the **General Manager**

It is with great pleasure that I unveil the Emirates Institute of Finance (EIF) learning solutions for the year 2024, centered around the theme of **"Enabling Your Vision."** I extend our heartfelt gratitude to the banking and financial sector of the UAE for their unwavering support and collaboration, which has enabled us to achieve remarkable milestones over the years. This collaborative effort stands as a testament to the visionary leadership and strategic foresight of our nation, coupled with our agility and dedication to nurturing future-ready talent in the UAE's banking and financial sector.

In response to the evolving business landscape in the UAE and the broader region, characterized by changing dynamics and the demand for new skills and competencies, EIF has meticulously crafted a structured learning solutions program for 2024. This program aligns with the skills essential for the future workforce in banking and finance, emphasizing digital capabilities, artificial intelligence, blockchain, robotic process automation, and other cutting-edge technologies.

Our 2024 learning solutions are meticulously designed to align with the national vision of cultivating a high-quality Emirati talent pool that is well-equipped for the challenges of the future. With a strong emphasis on skilling, upskilling, and reskilling Emirati talent within the UAE's financial sector, these initiatives are in harmony with the 'Projects of the 50' initiatives aimed at accelerating the UAE's development trajectory.

Under our 'Harnessing Human Mission,' our focus remains steadfast on fostering a robust national economy in line with the highest international standards. As part of this initiative, we have set a goal to create 5000 new private sector jobs by 2026, thereby enhancing the diversity and growth of the banking and insurance sector, thereby bolstering the UAE's economic competitiveness.

To realize our objective of creating competency-driven qualifications tailored to the needs of the UAE's banking and financial sector, EIF will conduct a total of **680** sessions, comprising **373** classroom sessions and **343** virtual interactive live training (VILT)

sessions. These sessions will be distributed across various locations, with **208** sessions in Dubai, **89** in Abu Dhabi, and **40** in Sharjah.

Our 2024 learning plan encompasses comprehensive programs focused on new future skills, responsible banking, advanced technology, and sustainability. These programs have been meticulously developed in close collaboration with industry stakeholders to comprehensively address the sector's evolving needs and demands. We are deeply grateful for the support and collaboration of the Central Bank of the UAE, the Ministry of Human Resources and Emiratisation, and our partner banks and financial institutions, who have played a pivotal role in developing the UAE's national talent in the financial sector.

I urge the industry to actively participate in this transformative journey. Let us collaboratively develop a talent pool of banking and financial experts who are agile, future-ready, and well-equipped to navigate the challenges posed by the evolving business landscape.

Noura Alblooshi
General Manager, EIF

LEARNING NEEDS ANALYSIS

How We Understand the Client Needs

Multi-stage Industry Driven Learning Need Analysis

Market Research & Innovation

EIF is always on the lookout for new ideas and best practices across the globe.

Formal LNA Begins

By April, the formal LNA process begins.

LNA Survey

Detailed survey at 3 levels:

1. Learners
2. L&D Heads
3. Business Heads

Focus Groups

- Functional Focus Group
- Meetings with Business
- Heads

Stakeholder Engagement

1. Technical Advisory Committee
2. L&D Committee
3. Emiratization Committee
4. Women Empowerment Committee
5. CSR Committee

LEARNING SOLUTIONS: KEY HIGHLIGHTS

EIF - CBI INTERNATIONAL CERTIFICATES

Certified blended learning journeys in:

1. Artificial Intelligence
2. Business Communication
3. Compliance
4. Corporate Relationship Management
5. Credit Analysis
6. Cybersecurity
7. Data Analytics
8. Fintech
9. Fraud Management
10. Human Resource
11. Internal Audit
12. Islamic Retail Banking
13. Product Management
14. Quality and Innovation
15. Responsible Banking
16. Risk Management
17. Trade Finance
18. Treasury Management
19. Wealth Management

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THE EMIRATES INSTITUTE OF FINANCE

certifies that

.....

has attended the course

which was conducted by the institute

from ..... to .....

Noura Alblooshi
General Manager

Modes

- Class / VILT
- E-Learning
- Mentoring

EIF LEARNING SOLUTIONS 2024

208
Courses

710
Program Schedules

170
E-learning Programs - Insight

27
Professional Qualification

208
VILT Classroom

140
Programs in Fintech and Analytics

01
Leadership Programs

HOW TO EFFECTIVELY USE THE LEARNING PLAN

The Annual Learning Plan 2024 features selection of unique of courses and delivery methods tailored for the requirements of different levels of audience.

COURSE TYPES

Blended Learning Pathways

EIF Blended Learning pathways are learning journeys aimed at developing a holistic understanding of different functional domain.

The pathways which typically takes 2 - 1 quarters for completion, has a series of classroom/live sessions, Micro-learnings, E-learnings, and mentoring sessions with the subject matter experts. More details can be found in the EIF Pathways category.

Flipped Program

Flipped program combines E-learning with classroom/live sessions. All the learners attending the course will acquire the basic knowledge of the topic by mandatorily attending the E-learning module before attending the classroom/live session.

This program is designed in a way that the classroom session covers the practical aspects of the course, while the basic concepts are acquired via E-learning, making learning more impactful.

Virtual Interactive Live Training (VILT)

VILT sessions are instructor led live sessions delivered via EIF LMS where the learners can interact with the trainer on the live platform and through engagement tools.

The session timings are form 9:00 AM - 1:30 PM for the VILT courses.

Micro-Learning

Micro-learning courses are short focused self-paced learning courses, delivered as recorded e-learnings on EIF Insight platform. A Micro-learning course covers a very specific topic and has a course run time of around 30 minutes. The course contains course videos, learning checks and assessments.

E-Learning

E-Learning is defined as full-fledged recorded self-paced paced courses which cover a topic comprehensively. The E-learning course delivered on EIF Insight platform has course videos, downloadable course materials and assessments to gauge the learning. The typical run time of a E-learning course is around 2 hours while the actual completion time varies from one learner to another.

Simulation Program

These are courses where simulated environment and activities are used for the delivery of the classes. This involves hands on applications by the participants thus helping them to acquire the relevant practical skills for workplace. EIF has state of the art simulation room for financial markets and treasury programs.

Gamified Courses

These are courses where the learning outcomes of the program will be achieved through well designed games and lectures. The participants will work together in various activities and each activity will be followed by the discussion of the learnings.

COURSE LEVELS

Foundation Programs

Foundation Programs are meant for learners who are new to the topic to build conceptual building blocks on the domain. This will ensure conceptual clarity before proceeding to specialized areas.

Intermediate Programs

Intermediate Programs add to the foundation programs by adding key skill sets to help the learner relate their learnings to the selected practical domain.

Specialization Programs

These courses represent key technical topics within a larger domain. These are focused courses and can be attended only with relevant work experience or after completion of the prerequisites. These courses will carry an assessment at the end of the program.

Master Classes

These are very specialized advanced courses to be delivered by experts in the domain. These courses should be attended only after acquiring relevant conceptual knowledge of the topic based on the learning pathway and/ or relevant experience in the domain.

Practitioners Track

These are advanced programs facilitated by industry experts designed for the practitioners in the area to discuss real use cases and ensure peer to peer learning.

EIF FUTURE SKILLS FRAMEWORK

OBJECTIVES

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

To act as a platform to bring world class experts, resources, and best practices to bridge the knowledge gaps.

To develop and deliver learning solutions targeted at skilling, up-skilling and re-skilling the workforce, with a focus on the Emiratization agenda.

OUR PARTNERS

UNIVERSITY OF OXFORD

Chartered Banker

DIFC Academy

pwc

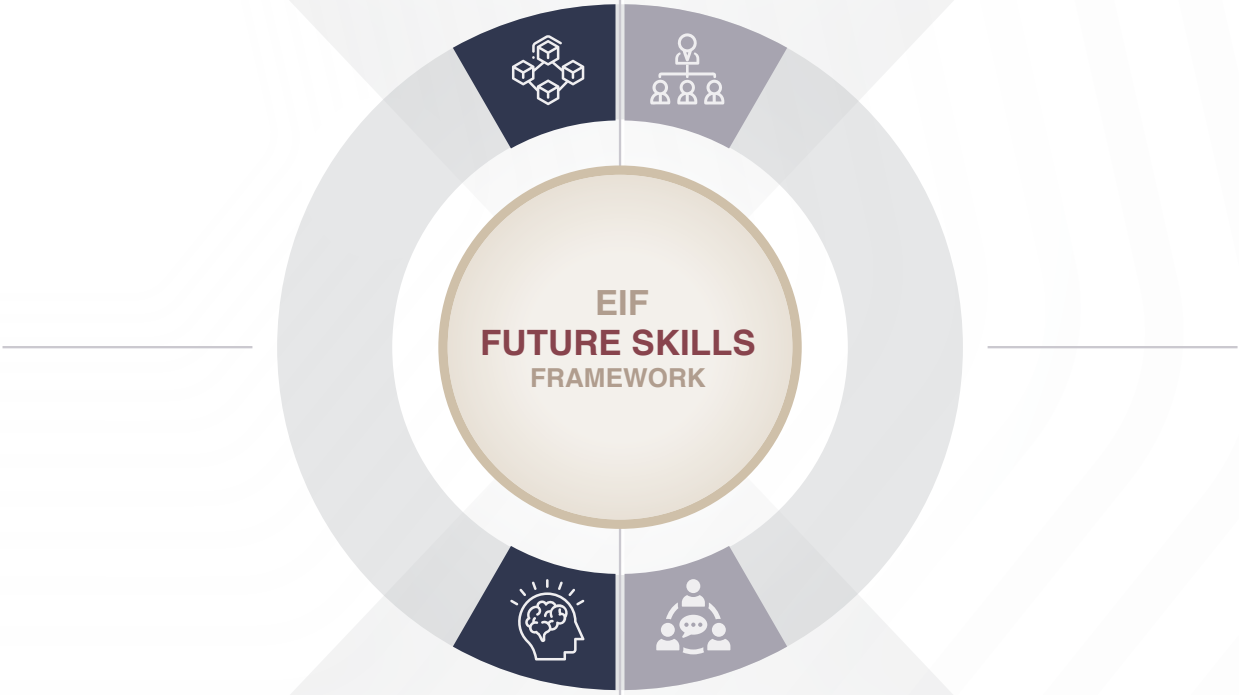
EIF FUTURE SKILLS FRAMEWORK

01 DIGITAL FLUENCY

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

BUSINESS SKILLS 02

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



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

03 MINDSETS

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

SOCIAL SKILLS 04

References

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

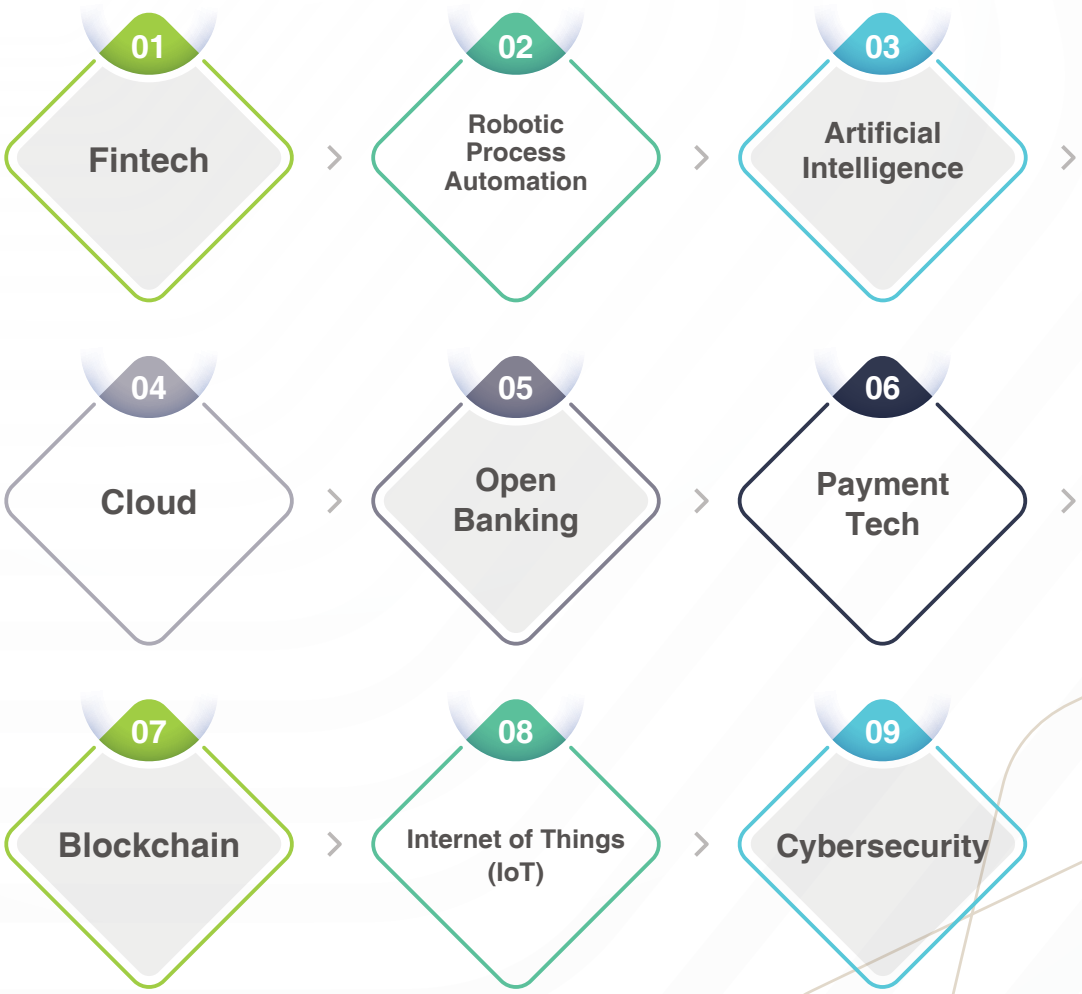
FUTURE SKILLS FRAMEWORK: MAJOR INITIATIVES

Based on the EIF Future Skills Framework, specific bespoke programs can be designed and delivered in collaboration with the partners to meet the specific requirements of the Banks.

OBJECTIVES

The pathway aims at providing knowledge and skills for bankers in the fintech and digital domain with a focus on applying technology in the banking domain.

COURSE COVERAGE AREAS



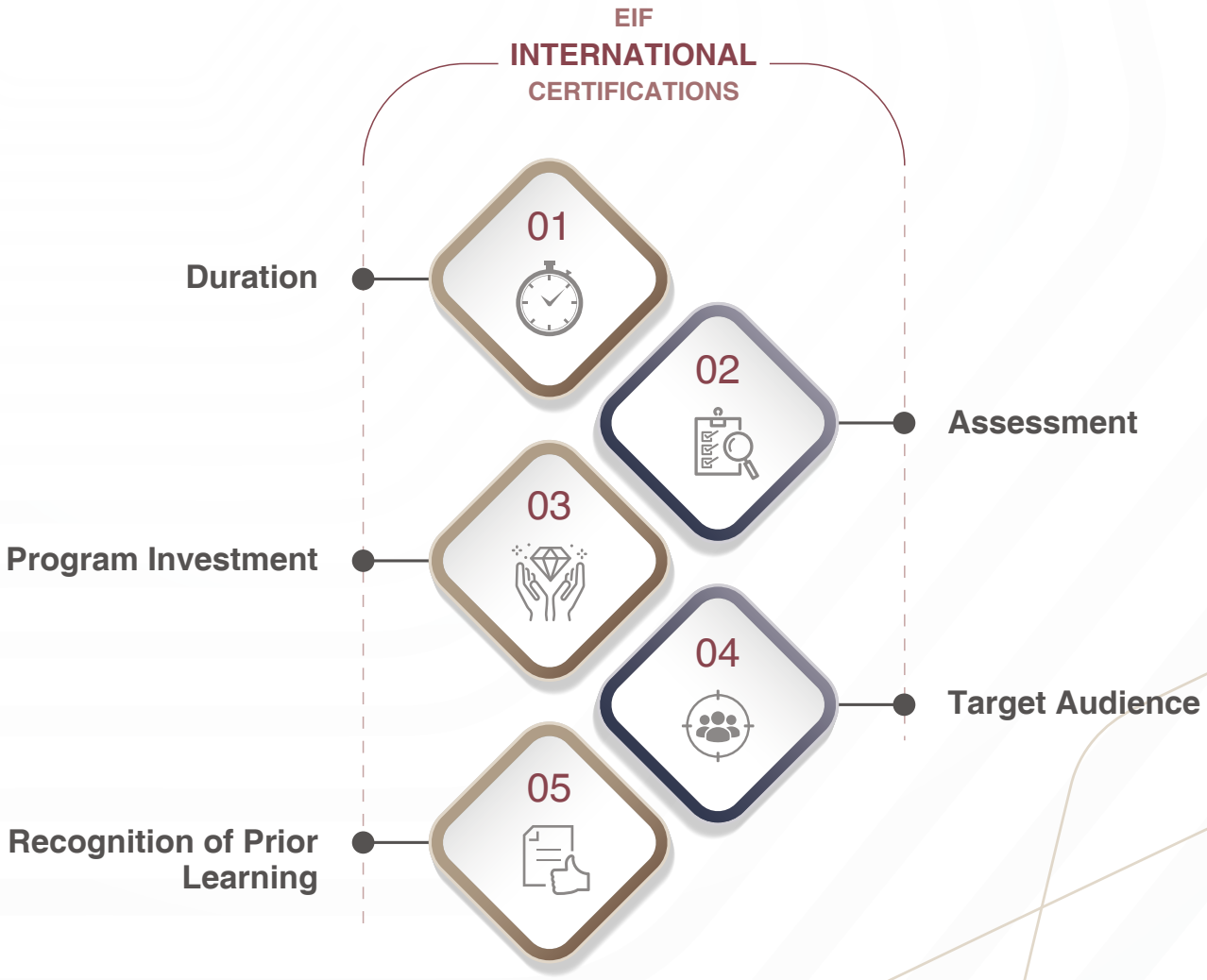
EIF INTERNATIONAL CERTIFICATIONS

ABOUT EIF International Certifications

The EIF learning pathways are now internationally accredited. The successful learners will be awarded a joint international certification by EIF and Chartered Banker Institute, UK.

Chartered Banker Institute (CBI), established in 1875, was awarded the Royal Charter in 1975. CBI is UK's largest Bankers Institute with over 30,000 members in different parts of the world.

CERTIFICATION FRAMEWORK



01 Duration

The learning pathway is designed over a period of 2 - 1 quarters. The successful learners will be awarded a joint certificate by EIF and CBI after the final assessment.

02 Assessment

There will be formative and summative assessments during each learning pathway.

Completion of all the courses is mandatory to qualify for certification.

Summative assessment will be an objective online assessment conducted 4 times in a year covering all the topics covered in the learning pathway.

The pass percentage for succesful completion of the international certification is %60.

03 Program Investment

As these programs are part of EIF Annual Training Plan (ATP), there will not be any additional training cost.

However, an assessment and certification fee of AED 1750 + 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 few years' experience and/or new graduates.

being groomed for functional areas.

Existing experienced employees in the domain looking forward to updating their skills and getting certified can also join the pathway.

05 Recognition of Prior Learning

Learners who have attended the courses in the pathway at EIF in 2020,2021 and 2022 can be exempt from attending these courses upon producing certificate of attendance.

CREATING BUSINESS IMPACT FROM PATHWAY: SUGGESTIONS

01 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 domain while undergoing the learning journey.

02 Line Manager Involvement: Debriefing sessions

As the topics are highly technical in nature and involve practical aspects, the learning effectiveness is optimal when the line manager gets involved in the learning. It is suggested that post each topic there is a one-on-one debriefing session.

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01

AML, CFT & REGULATORY COMPLIANCE

Pathway

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Programs of Compliance

Compliance
Levels / Programs

Level	Foundation	Duration / Days
	1. AML for Non Compliance Staff	1
	2. Anti - Bribery and Corruption	e-learning

Level	Intermediate	Duration / Days
New	1. AML & CFT Compliance and Ethics	1
	2. AML Risk Based Approach	e-learning
New	3. Combating of Financing of Terrorism	1
	4. European Union Directives	e-learning
	5. Financial Intelligence Units (FIU)	e-learning
	6. GOAML & STRs	e-learning
	7. KYC & CDD Compliance	1
	8. Methods of Money Laundering	e-learning
	9. Money Laundering Red Flags	e-learning
	10. Politically Exposed Persons (PEPS)	e-learning
	11. RegTech 101	1
	12. Sanctions Monitoring	1
	13. Transactions Monitoring Foundations	1
	14. UBO - Ultimate Beneficial Ownership	e-learning

Level	Specialization	Duration / Days
	1. AML Laws Regulations and International Guidelines	1
	2. CBUAE Consumer Protection for Compliance & Audit	1
	3. Common Reporting Standard (CRS)	1
New	4. European Union Directives	1
	5. FATCA Rules and Regulations	1
	6. General Data Protection Regulation (GDPR) Essentials'	1
	7. Sanctions Compliance Standards	2
	8. SCA Regulations - An Overview	1
New	9. Targeted Financial Sanctions	1
	10. Trade Based Financial Crimes	1
New	11. Ultimate Beneficial Ownership (UBO)	1

Level	Master Class	Duration / Days
	• Effective Compliance Management	1

Level	Professional Qualification	Duration / Days
	1. CKYCA - Certified Know Your Customer Associate	15 Hrs.
	2. CAMS - Certified Anti Money Laundering Specialist	20 Hrs.
	3. CGSS - Certified Global Sanctions Specislist	20 Hrs.

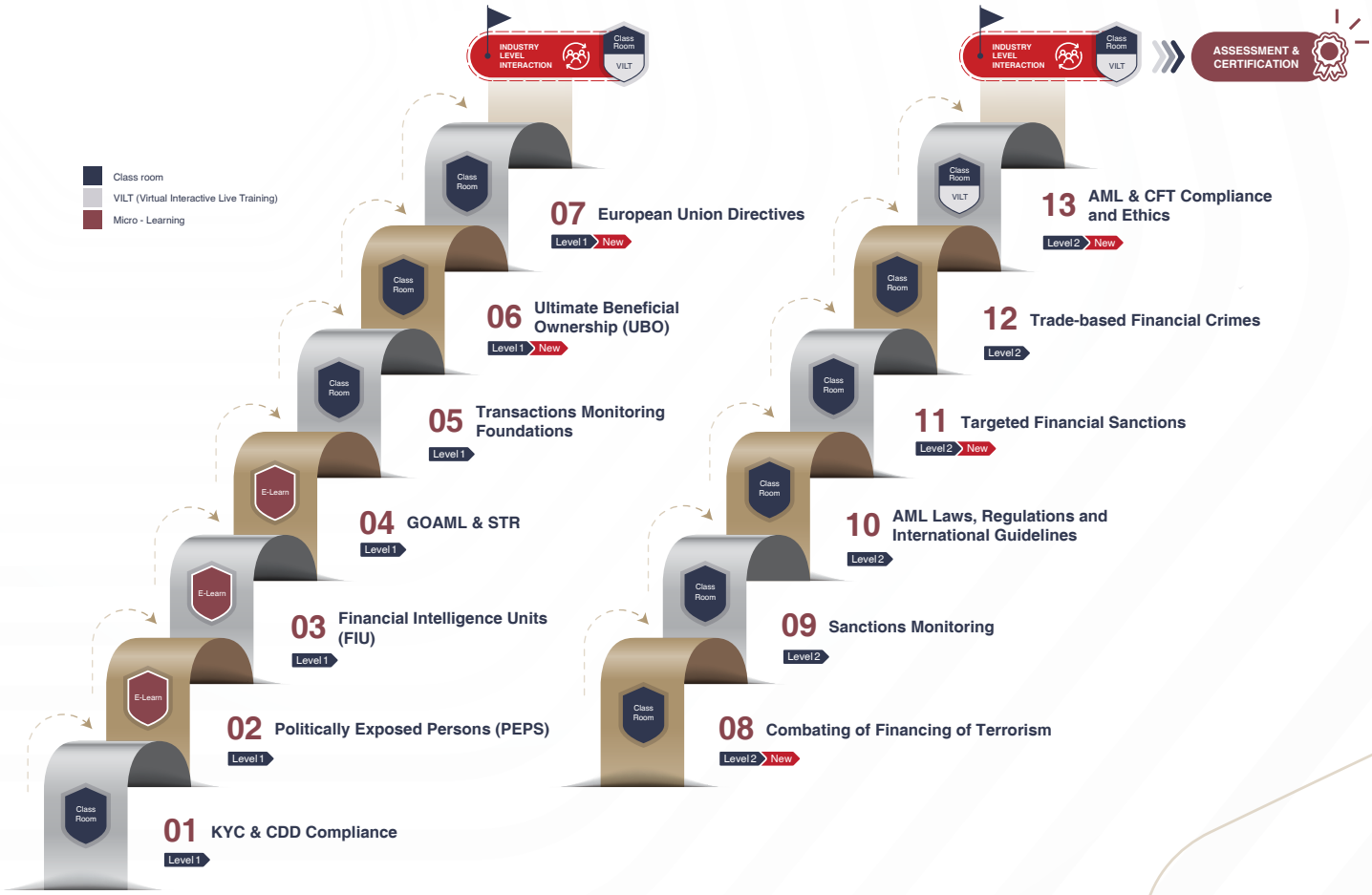
EIF - CBI INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN AML & CFT COMPLIANCE (ECICAC)

Related Roles : MLRO, AML Manager, KYC & CDD Manager, Compliance Officer, Transaction Monitoring Officer, AML Sanctions Manager, Internal Auditor, FCC Compliance Officer or similar roles.

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

- Understand the AML and CFT principles based on the UAE Federal Laws and Central Bank regulations.
- Develop working knowledge regarding the international recommendations and guidelines in the compliance domain from FATF and FSRBs.
- Understand the risk-based approach to managing CFT and proliferation.
- Familiarize with different aspects of TFS and the UAE Central Bank Guidelines on TFS.
- Identify the different types of sanctions and the sanction screening process.
- Understand the role of technology in combating financial crime.



AML & CFT COMPLIANCE *PATHWAY*

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Candidates can directly enter Level 2 after passing the Exam of Level 1
4. All candidates are required to mandatorily attend ALL the Industry interactions for the successful awarding of the certification.
5. Upon sucessful completion, the participants will be awarded with EIF - CBI International Certificate in AML & CFT Compliance pathway.

COMPLIANCE

01 AML for Non Compliance Staff

Insurance Code: 4128 | Program Code: 1934 | Course Type: CLASS/VILT

Foundation | 1 Day | Entry Level

Purpose

The course will help create awareness of Anti-money laundering among all the staff in various functional banking domains. 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 this course, the learner should be able to understand:

- Explain the nature, and process of money laundering and its risks.
- Understand the risks of money laundering.
- Understand the similarities and differences of money laundering and terrorist financing.
- Apply the KYC, CDD, and EDD in verifying identity, and transactions of customers.
- Understand UAE federal laws and awareness of employee responsibilities.

Location: Dubai, SHJ, AD

02 Anti - Bribery and Corruption

Program Code: 6328 | Course Type: E-LEARNING

Foundation | 1 Day | Entry Level / Senior Individual Contributor

Purpose

Bribery and Corruption put banks, businesses, and governments at risk worldwide. Hence, the fight against bribery and corruption has intensified over recent years. This course is to familiarize employees with the different aspects of bribery and corruption and help them recognize and mitigate associated risks.

Learning Outcomes

Understanding terminologies.

- »Bribery. »Corruption. »Kickbacks.
- »Economic Extortion. »Conflicts of Interest.
- Where and when Bribery can happen. • Corruption and its different types.
- An introduction to Anti Bribery and Corruption Policy.
- The importance of ABC Program in banks.

Location: Online

03 AML & CFT Compliance and Ethics

New Course

Program Code: 1966 | Course Type: CLASS/VILT

Intermediate | 1 Day | Open to All

Purpose

Ethics is more important than legality. Ethics set the topne at the top and defines the corportae cuture of the organisation. This Course specify the role, tasks, and responsibilities of anti-money laundering and countering the financing of terrorism (AML/CFT) compliance officers.

Learning Outcomes

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

- Guidelines on the role, tasks, and responsibilities of AML/CFT compliance officers.
- Best practices for a strong culture of AML & CFT compliance.
- Designing and building world-class compliance systems and controls.

Location: Dubai, SHJ, AD

04 AML Risk Based Approach

Program Code: 6141 | Course Type: E-LEARNING

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

This focused topic highlights the application of the risk-based approach in the banking industry in a way to enables bankers to assess the risks to which they may be exposed to and develop structured models to deal with AML/CFT exposures.

Learning Outcomes

Identify the elements of the risk based approach.

- Assess the risks related to customers, products, channels and geography.
- Design a risk score model to rate AML/CFT exposures.
- Define measures to be used to cover AML/CFT exposure.

Location: Online

COMPLIANCE

05 Combating of Financing of Terrorism

New Course

Program Code: 1968 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

Terrorist financing involves the solicitation, collection, or provision of funds with the intention that they may be used to support terrorist acts or organizations. This course will provide a detailed understanding of the risk-based approach to managing CFT and proliferation.

Learning Outcomes

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

- Introduction to Terrorism and Terrorist Financing.
- Terrorism Threats and Risk Assessments.
- The risk-based approach to managing CFT and proliferation.
- International and Regional Legislative and Regulatory Frameworks.
- Consequences of failing to manage CFT risks.

Location: Dubai, SHJ, AD

06 European Union Directives

Program Code: 6239 | Course Type: E-LEARNING

Intermediate | - | Entry Level / Senior Individual Contributor

Purpose

Fighting money laundering and terrorist financing contributes to global security and the integrity of financial systems all over the world. European Union had adopted an anti-money laundering directive in order to prevent the misuse of the financial system.

Learning Outcomes

Importance of EU AML directives:

- Highlights of 4th EU AML directive.
- Highlights of 5th EU AML directive.

Location: Online

07 Financial Intelligence Units (FIU)

Program Code: 6240 | Course Type: E-LEARNING

Intermediate | - | Entry Level / Senior Individual Contributor

Purpose

Financial intelligence units (FIUs) are national centers that collect information on suspicious or unusual financial activity from the financial industry and other entities or professions required to report suspicious transactions, suspected of being money laundering or terrorism financing.

Learning Outcomes

- Functions of financial intelligence units.
- Stages of suspicious activity reporting processes at FIU.
- Introduction to Egmont group principles.

Location: Online

08 GOAML & STRs

Program Code: 6267 | Course Type: E-LEARNING

Intermediate | - | Entry Level / Senior Individual Contributor

Purpose

"GOAML" platform is a standard application - integrated database and intelligent analysis software system developed by the United Nations Office on Drugs and Crime (UNODC) for Financial Intelligence Units worldwide to counter Terrorist Financing and Money Laundering.

The UAE is the first to launch the GOAML platform in the GCC in June 2019. The objective has been to provide support for UAE's financial institutions in line with global standards in STR reporting.

Learning Outcomes

- Understanding the GOAML platform.
- Functions of GOAML applications.
- Primary data report types.
- Key benefits of the GOAML platform.

Location: Online

COMPLIANCE

09 KYC & CDD Compliance

Program Code: 1957 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

KYC and CDD are Integral aspects of AML compliance. As regulatory expectations increase, knowing the essentials of the topic has become very important. This course will provide an indepth understanding of KYC CDD Program.

Learning Outcomes

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

- Importance of KYC and Important KYC docs.
- What is CDD and how to effectively fill a CDD form.
- CDD and Onboarding - How to effectively Onboard a customer?
- Risk Categorization of Customers. • Enhanced Due diligence.
- Significance of Periodical Monitoring/Update of Customer Profile/Docs.
- FATCA & KYC.

Location: Dubai, SHJ, AD

10 Methods of Money Laundering

Program Code: 6125 | Course Type: E-LEARNING

Intermediate | - | Entry Level / Senior Individual Contributor

Purpose

The main objective of criminals is to conceal the illegal source of money. They use a lot of different methods to achieve this objective. This focused topic highlight some of the most popular techniques used by criminals to do this.

Learning Outcomes

- Identify how criminals target any economic activity.
- Explain attractive products to criminals in financial industry.
- Differentiate alternative structures in money laundering.
- Differentiate trade based structures that are used by criminals.

Location: Online

11 Money Laundering Red Flags

Program Code: 6140 | Course Type: E-LEARNING

Intermediate | - | Entry Level / Senior Individual Contributor

Purpose

Analysts who track the transactions can find out money laundering red flags arising from suspicious transactions, patterns, trends etc

Learning Outcomes

- What are red flags.
- Suspicious transactions.
- Common patterns and trends.
- Using technology for spotting money laundering.

Location: Online

12 Politically Exposed Persons (PEPS)

Program Code: 6253 | Course Type: E-LEARNING

Intermediate | - | Entry Level / Senior Individual Contributor

Purpose

PEPs are individuals who have been entrusted with prominent public positions. Most PEPs act lawfully. But their public positions expose them to a much higher risk of bribery and corruption than the average customer, investor, or third party. The money thus received can be used for money laundering and terrorist financing activities. Any illegal act by the PEPs in a financial activity will result in reputation damage and may be subject to sanctions, regulatory fines etc.

Learning Outcomes

- FATF guidelines on politically exposed persons.
- Types of PEPS.
- Red flags in identifying a PEP.

Location: Online

COMPLIANCE

13 RegTech 101

Program Code: 1825 | Course Type: CLASS / VILT

Intermediate | 1 Day | Open to All

Purpose

Regulatory technology, in short REGTECH, is a new technology that utilizes information technology to enhance regulatory processes. It emphasis on regulatory monitoring, reporting and compliance and is thus benefiting the finance industry. The objective of this course is to given an Introduction to Regulatory Technology and its importance and impact in banking industry.

Learning Outcomes

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

- Fintech vs Regtech
- The importance and advantages of Regtech.
- The Regtech universe.
- Risk and risk management.
- Regulatory reporting using Regtech.
- The future of compliance with Regtech.

Location: Dubai, SHJ, AD, VILT

14 Sanctions Monitoring

Program Code: 1938 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

The objective of this course is to discuss various methods and strategies to ensure compliance to the sanctions imposed in certain jurisdictions.

Learning Outcomes

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

- Understand the terminology, concepts, and processes of sanctions monitoring.
- Understand the different type types of sanctions.
- Creating an effective sanction screening process.
- Global regulation to sanction - introduction to UN sanctions, OFAC, World Check, UAE blacklist.
- The use of technology in sanction list monitoring.

Location: Dubai, SHJ, AD

15 Transactions Monitoring Foundations

Program Code: 1961 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

Transaction monitoring refers to the monitoring of customer transactions, including assessing historical/ current customer information and interactions to provide a complete picture of customer activity. Hence, it is a core component of an AML and financial crime compliance program. This course provides a foundation knowledge of the transaction monitoring process.

Learning Outcomes

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

- The role of transaction monitoring in AML compliance. • How does transaction monitoring work?
- Transaction Monitoring - A risk based approach.
- How regulations impact transactions monitoring?
- Challenges in transaction monitoring.
- The role of technology is transactions monitoring.

Location: Dubai, SHJ, AD

16 Ultimate Beneficial Ownership (UBO)

Program Code: 6256 | Course Type: E-LEARNING

Intermediate | - | Entry Level / Senior Individual Contributor

Purpose

An Ultimate Beneficial Owner is an individual who ultimately owns or controls the business or business partner, whether directly as a shareholder, or indirectly via control of companies, other entities or structures that control the Business Partner. Financial Action Task Force (FATF) Recommendation 10 address customer due diligence - states the importance of identifying the UBO.

Learning Outcomes

- What is ultimate beneficial ownership?
- Types of UBO.
- Data sources you need to screen a beneficial owner.
- Why understanding beneficial ownership is important?

Location: Online

COMPLIANCE

17 AML Laws Regulations and International Guidelines

Program Code: 1901 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

The course aims to share the laws, regulations, and guidelines in the UAE's anti-money laundering domain. An Introduction to International Guidelines - FATF , EU directives and others.

Learning Outcomes

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

- UAE AML & CFT Federal Law.
- UAE Central Bank Circulars of AML & CFT.
- AML & CFT Guidelines for Financial Institutions.
- International Guidelines on AML - FATF, EU Directives and others.

Location: Dubai | SHJ | AD

18 CBUAE Consumer Protection for Compliance & Audit

Program Code: 1969 | Course Type: CLASSROOM

Specialization | 1 Day | Team Leader / Unit Manager, Divisional Head

Purpose

Consumer Protection has far-reaching implications for many activities in the financial services sector. UAE Central Bank has issued a Consumer Protection Regulation (Circular No. 8-2020). This principles-based structure of the regulation must be complied by all Licensed Financial Institutions.

This course focuses on the Compliance and audit aspects of this regulation.

Learning Outcomes

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

- Scope & Significance of Consumer Protection Standards.
- Disclosure and Transparency requirements as per CPS.
- Responsible Market & Business Conduct.
- Fair and Equal Treatment of Consumers.
- Protection of Consumer Data and Assets.
- Responsible Financing Practice.
- Complaint Management and Resolution.
- Institutional Oversight and Governance.
- Conduct Risk Consequences : Global Examples.
- Establish a governance / Organisational structure - Roles and Responsibilities.
- Monitoring and Reporting to Senior management and Board.
- New/Updated Policies and frameworks to be created in line with CPS.
- Product & Service Approval Process.
- Vulnerable Consumers and People of Determination.

Location: Dubai | SHJ | AD

19 Common Reporting Standard (CRS)

Program Code: 1937 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor / Team Leader or Unit Manager

Purpose

This course will raise awareness of the domain of Common Reporting Standards, which are becoming an increasingly important area in global compliance domain.

Learning Outcomes

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

- Introduction the CRS – concept and its elements.
- How to create an awareness of the key requirements of CRS and the implications that it has on financial institutions and their customers.
- Understand key requirements for classification of entities, financial accounts, and the customers.
- To understand the regulatory requirements on CRS.

Location: Dubai | SHJ | AD

20 European Union Directives

New Course

Program Code: 1965 | Course Type: CLASSROOM

Specialization | 1 Day | Open to All

Purpose

Fighting money laundering and terrorist financing contributes to global security and the integrity of financial systems all over the world. European Union had adopted an anti-money laundering directive in order to prevent the misuse of the financial system.

Learning Outcomes

History and Importance of EU AML directives:

- Highlights of 4th EU AML directive.
- Highlights of 5th EU AML directive.
- Highlights of 6th EU AML directive.
- Highlights of 7th EU AML directive.

Location: Dubai | SHJ | AD

COMPLIANCE

21 FATCA Rules and Regulations

Program Code: 1922 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor / Team Leader or Unit Manager

Purpose

The Foreign Account Tax Compliance Act (FATCA) is a new US law aimed at foreign financial institutions (FFIs) and other financial intermediaries to prevent tax evasion by US citizens and residents using offshore accounts. It represents a complex and costly compliance task forced upon financial services firms globally by the US tax authorities.

Learning Outcomes

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

- Summary of FATCA developments. • Defining US accounts. • Intergovernmental approach - model 1 IGA & model 2 IGA • FATCA's IGAS with the UAE and the middle east region
- Defining reportable financial institutionsg. • Reporting & withholding requirements.
- Operational impact and due diligence requirements for UAE banksand financial institutions - account onboarding procedures-validity periods - document specifications.
- Effects of non-compliance.

Location: Dubai | SHJ | AD

22 General Data Protection Regulation (GDPR) Essentials

Program Code: 1952 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor / Team Leader or Unit Manager

Purpose

GDPR Act in EU is acknowledged globally as one of the landmark regulations in the data protection and privacy area. This course aims at giving a working knowledge of the GDPR and understanding how it affects your organization and ensure compliance.

Learning Outcomes

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

- Understand the purpose and applicability of GDPR.
- Understand the entities in GDPR.
- Understand how to define personal data under GDPR.
- Discuss the overview of GDPR articles, fines and penalties.

Location: Dubai | SHJ | AD

23 Sanctions Compliance standards

Program Code: 1958 | Course Type: CLASSROOM

Specialization | 2 Days | Entry Level / Senior Individual Contributor

Purpose

Sanctions compliance is becoming a daily challenging area to bankers. This specialized program takes the compliance specialists thoroughly through the most important areas of concern (SDD, Sanctions Evading Methods, Sanctions screening, and Investigations) making them to be equipped with the proper skills to comply with Sanctions.

Learning Outcomes

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

- Differentiate between SDD and CDD.
- Identify the common methods used to evade sanctions.
- Analyze customer name and transitions for sanctions.
- Develop a structured model for tagged names and transactions investigations and reporting.

Location: Dubai | SHJ | AD

24 SCA Regulatins - An Overview

Program Code: 1951 | Course Type: CLASSROOM

Specialization | 1 Day | Open to All

Purpose

To familiarize participants with the role of Securities and Commodities Authority and the application of Financial Rules & Regulations in the UAE.

Learning Outcomes

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

- Role of SCA.
- Securities & commodities markets legislation.
- Governance of corporate entities.
- Regulation of market activities.
- Market conduct regulation.
- Client protection.

Location: Dubai | SHJ | AD

COMPLIANCE

25 Targeted Financial Sanctions

New Course

Program Code: 1967 | Course Type: CLASSROOM

Specialization | 1 Day | Entry Level / Senior Individual Contributor

Purpose

Targeted financial sanctions include both asset freezing without delay and prohibition from making funds or other assets or services, directly or indirectly, available for the benefit of sanctioned individuals, entities, or groups. This course will familiarize with different aspects of TFS and the UAE Central bank Guidelines on TFS.

Learning Outcomes

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

- Define TFS and the Purpose of TFS. • TFS - Obligations on Fis.
- Procedures, Permissions and Exemptions.
- Frozen Funds or Other Assets due to the Local Terrorist List / UN Consolidated List.
- Removal or De-listing of a Designation from the Local Terrorist List / UN Consolidated List.
- UAE Central Bank guidelines on Targeted financial sanctions.
- Enforcement of TFS - Consequences and Exemptions.

Location: Dubai | SHJ | AD

26 Trade Based Financial Crimes

Program Code: 1130 | Course Type: CLASSROOM

Specialization | 2 Days | Team Leader or Unit Manager or Unit Head / Divisional Manager

Purpose

Financial crimes pose a serious threat to the banking system and the economies. Using trade and banking channels is one of the major tools used for large-scale financial crimes. This course looks at financial crimes with a specific focus on trade finance.

Learning Outcomes

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

- Define financial crime. • Define trade based KYC and CDD.
- Differentiate trade based financial crimes types.
- Identify trade based ML/TF red flags.
- Analyze trade transactions for sanctions.
- Demonstrate commercial fraud and collusion.

Location: Dubai | SHJ | AD

27 UBO - Ultimate Beneficial Ownership

New Course

Program Code: 1964 | Course Type: CLASSROOM

Specialization | 1 Day | Open to All

Purpose

An Ultimate Beneficial Owner is an individual who ultimately owns or controls the business or business partner, whether directly as a shareholder, or indirectly via control of companies, other entities or structures that control the Business Partner. Financial Action Task Force (FATF) Recommendation 10 address customer due diligence - states the importance of identifying the UBO.

Learning Outcomes

What is ultimate beneficial ownership?

- Types of UBO. • Data sources you need to screen a beneficial owner.
- Why understanding beneficial ownership is important?
- Financial Action Task Force (FATF) Recommendation on UBO
- UAE Central Bank Guidelines on UBOs.
- Challenges in Identifying the UBOs.

Location: Dubai | SHJ | AD

28 Effective Compliance Management

Program Code: 1939 | Course Type: CLASSROOM

Masterclass | 1 Day | Team Leader or Unit Manager or Unit Head / Divisional Manager

Purpose

This course is focused on ensuring effective compliance in the AML and CFT compliance areas. This course discusses the concepts of a Compliance theme, compliance Monitoring, and Compliance Culture within the organization.

Learning Outcomes

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

- The role of compliance risk as the foundation of compliance monitoring.
- Understand the importance of a risk-based compliance monitoring programme.
- Identify major compliance requirements across various business functions.
- Suggest effective monitoring mechanisms for effective compliance.
- Challenges that can arise in implementing the compliance monitoring system.

Location: Dubai | SHJ | AD

COMPLIANCE

29 CKYCA - Certified Know Your Customer Associate

Program Code: 2612 | Course Type: CLASS/VILT

Professional Qualification | 15 Hrs. | Entry Level / Senior Individual Contributor

Purpose

CKYCA-certified professionals should be able to perform fundamental enhanced due diligence activities with minimal supervision, and appropriately escalate the highest-risk cases.

It is important for Organizations to ensure their front-line and operations teams meet the core competencies involved with know-your-customer (KYC), customer due diligence (CDD), and enhanced due diligence (EDD) activities.

Learning Outcomes

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

- Introduction to KYC & CDD.
- Customer Identification and Verification.
- Customer Screening.
- Customer Risk Rating.
- Enhanced Due Diligence.
- Customer Profile Documentation & Review.

Location: TBD

30 CAMS - Certified Anti Money Laundering Specialist

Program Code: 2106 | Course Type: CLASS/VILT

Professional Qualification | 20 Hrs. | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

CAMS is recognized as the gold standard in AML certifications by institutions, governments, and regulators worldwide. The Certified Anti-Money Laundering Specialist (CAMS) designation denotes a superior level of understanding of international AML/CFT principles

Learning Outcomes

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

- Risks and methods of money laundering and terrorism financing.
- Compliance standards for anti-money laundering (AML) and combating the financing of terrorism (CFT).
- AML, CFT, and sanctions compliance programs.
- Conducting and supporting the investigation process.

Location: TBD

31 CGSS - Certified Global Sanctions Specislist

Program Code: 2161 | Course Type: CLASS/VILT

Professional Qualification | 20 Hrs. | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

The ACAMS Certified Global Sanctions Specialist (CGSS) certification is the global program for equipping professionals with the tools they need to understand and interpret changing sanctions regimes.This course teaches the crucial sanctions principles all compliance staff should understand and will be of value to those new to sanctions compliance.Candidates are required to possess a sound knowledge of AML and terrorism preventing, and ideally be already an ACAMS certified AML Specialist.

Learning Outcomes

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

- Understand sanctions measures, their purpose, and how they are introduced.
- Learn to identify sanctions evasion techniques.
- Understand sanctions due diligence.
- Gain a detailed understanding of the risks of non-compliance.

Location: TBD

EIF
معهد الإمارات المالي
Emirates Institute of Finance

SINCE
1983

02

AUDIT

Pathway

www.eif.gov.ae

Programs of Audit

Audit
Levels / Programs

Level	Foundation	Duration / Days
•	Introduction to Internal Audit	1

Level	Intermediate	Duration / Days
New	1. Audit Report writing Skills	2
New	2. Audit Sampling & Data Analysis	2
New	3. Corporate Governance and Culture	1
New	4. Fraud Risks and Controls	1
New	5. Internal Controls using Coso Framework	2

Level	Specialization	Duration / Days
1.	AML Audit	1
2.	Credit Audit	1
3.	IT Security Risk and Audit	1
4.	Sales Audit	1
5.	Treasury Audit	1

Level	Professional Qualification	Duration / Days
1.	CIA - Certified Internal Auditor	6-9 Months
2.	IAP - Internal Audit Practitioner	3-6 Months

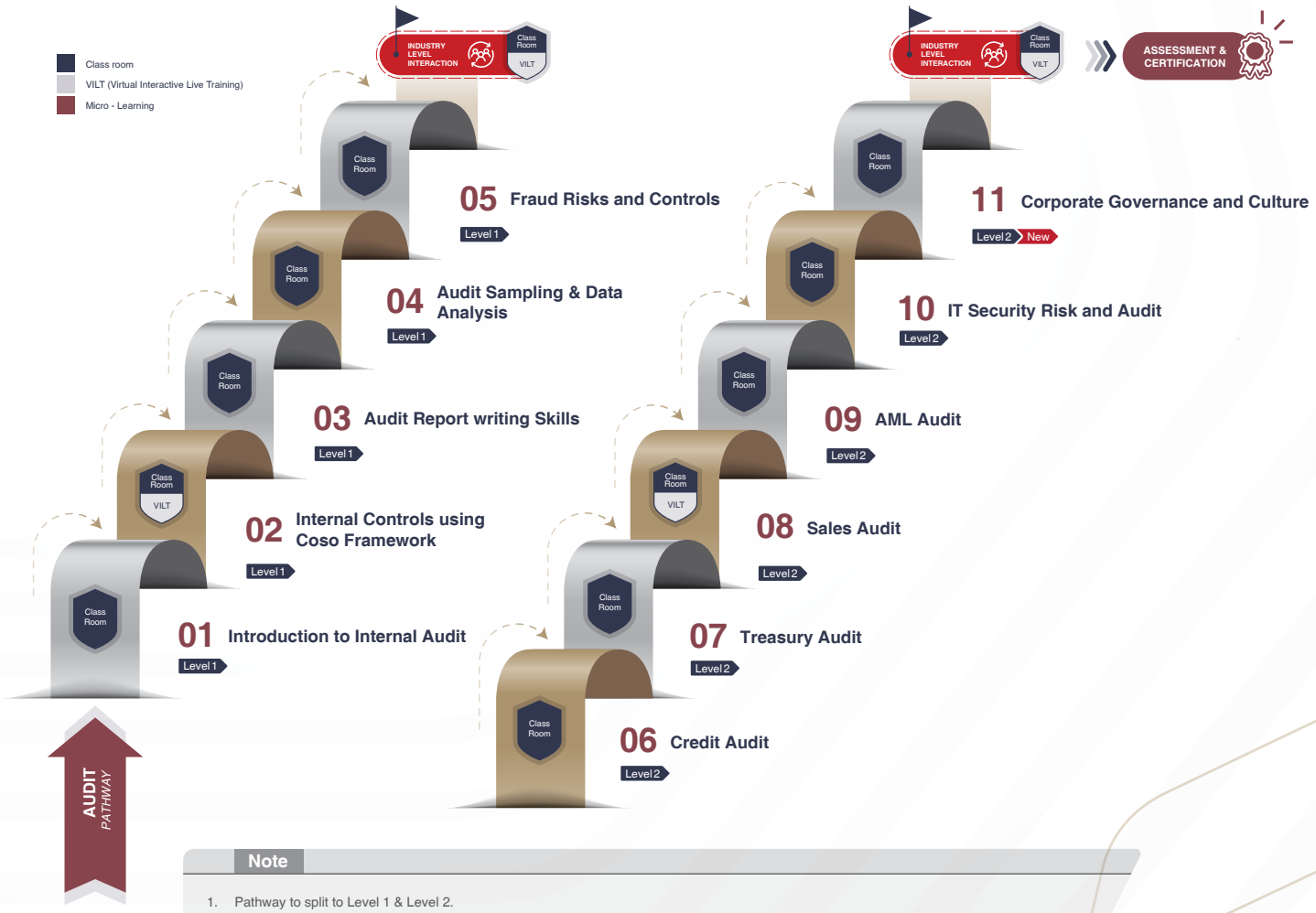
EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN INTERNAL AUDIT (ECICIA)

Related Roles : Internal Auditors, all staff of the Audit function and Risk Departments.

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

- Prioritize auditable units and develop and implement risk-based auditing tools & and techniques.
- Identify the objectives, components, and principles of an effective internal control framework.
- Recognize the criteria for and importance of writing audit reports.
- Understand how best to incorporate data analytics throughout the audit process
- Identify and review treasury risks, Credit risks and policy, operational risk controls, market risk controls, and Fraud risks.
- Identify the elements to create an effective AML audit/review program.



Note

1. Pathway to split to Level 1 & Level 2.
2. Pathway will have Exam at the end of Level 1 & Level 2.
3. Lateral Entry - Candidates can directly enter Level 2 after passing the Exam of Level 1.
4. All candidates are required to mandatorily attend ALL the Industry interactions for the successful awarding of the certification.
5. Upon successful completion, the participants will be awarded with EIF - CBI International Certificate in Internal Audit.

AUDIT

01 Introduction to Internal Audit

Program Code: 1928 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level / Senior Individual Contributor

Purpose

This course will help to enhance the skills of the participants relating to audit and control in banks. This will help to highlight the crucial role of auditing as an important element in the management information system.

Learning Outcomes

- Risk-based internal audit function.
- Reorganization of the audit function through audit teams (credit audit, treasury, trade finance etc.).
- Reconfiguration of the audit universe (i.e. Identifying areas to be audited) by grouping, end-to-end
- transaction and product processing cycles.
- Implementation of a risk assessment methodology (Inherent risk of each auditable unit).
- The prioritization of auditable units (categorization into high, medium and low risk auditable units).
- Developing and implementation of risk-based auditingtools and techniques.

Location: Dubai | SHJ | AD

02 Audit Report writing Skills

Program Code: 1971 | Course Type: CLASSROOM

Intermediate | 2 Days | Entry Level / Senior Individual Contributor

Purpose

Persuasive communication is an essential skill for auditors at all levels, and high-quality audit reports are a key communication tool. The of internal audit reporting is not to describe what we found or to make recommendations for improvement - it is to persuade readers to take action.

Learning Outcomes

- Recognize the criteria for and importance of writing audit reports.
- Complete the five components of an audit observation.
- Construct an audit report.
- Develop reports that are accurate, objective, clear, concise, constructive, complete, and timely.

Location: Dubai | SHJ | AD

03 Audit Sampling & Data Analysis

Program Code: 1972 | Course Type: CLASSROOM

Intermediate | 2 Days | Team Leader / Managers or Unit Heads / Divisional Heads

Purpose

The Data Analytics and Audit Sampling program is designed to provide participants with a solid foundation in using data analytics techniques in the context of auditing. Participants will learn how to leverage data to enhance the audit process, gain insights, and make more informed decisions.

Learning Outcomes

- Understand how best to incorporate data analytics throughout the audit process.
- Describe the steps to develop and audit approach for data analysis.
- Describe opportunities to expand audit opportunities for providing descriptive, diagnostic, predictive, and prescriptive internal audit work. • Understand the future direction for use of data analytics in internal audit.
- Understand audit sampling and the audit risk concepts associated with sampling.
- Determine how to best leverage data analytics and other general-purpose tools that are in use within the organization.
- Learn which software tools are most appropriate to leverage in various scenarios.

Location: Dubai | SHJ | AD

04 Corporate Governance and Culture

New Course

Program Code: 1974 | Course Type: CLASSROOM

Intermediate | 1 Day | Team Leader / Managers or Unit Heads / Divisional Heads

Purpose

Navigating the intricate intersection of Corporate Governance and organizational culture is essential for internal auditors. This exploration delves into the symbiotic relationship between governance frameworks and cultural dynamics, crucial for fostering compliance, risk management, and ethical conduct within the corporate ecosystem.

Learning Outcomes

- Definition and principles of corporate governance
- Key elements of successful corporate governance
- Internal auditors' role in ensuring governance compliance
- Understanding corporate culture • The impact of culture on internal audit effectiveness
- Practical strategies for auditors to assess and influence culture
- Organizational Culture and Why It Matters • Culture Health Indicators
- Turning to Internal Audit for Assurance • Assessing Internal Audit's Culture Assurance Maturity

Location: Dubai | SHJ | AD

AUDIT

05 Fraud Risks and Controls

Program Code: 1973 | Course Type: CLASSROOM

Intermediate | 1 Day | Team Leader / Managers or Unit Heads / Divisional Heads

Purpose

The Fraud Risks and Controls is designed to provide auditors with a comprehensive understanding of fraud risks, detection, prevention, and control measures. This program equips auditors with the knowledge and tools necessary to effectively identify, investigate, and report on fraud-related issues.

Learning Outcomes

- Understand the prevalence of illegal acts and fraud in today's world.
- Appreciate the importance of auditing culture in creating a "fraud-resistant' organization
- Compare and contrast various illegal acts/fraud definitions.
- Describe the fraud triangle and its three elements, and "dark triad" personalities.
- Define the types of fraud and fraud risk factors.
- Define governance, risk management, and control in the context of fraud.
- Describe fraud prevention, deterrence, and detection techniques.
- Understand the behavioural aspects of fraudsters.
- Describe internal auditors' compliance and fraud-related responsibilities related to protecting the organization from regulatory violations.
- Understand evolving responsibilities of the internal audit function, including the involvement of forensic accountants, forensic data analysts, and fraud examination specialists.

Location: Dubai | SHJ | AD

06 Internal Controls using Coso Framework

Program Code: 1960 | Course Type: CLASS / VILT

Intermediate | 2 Days | Entry Level / Senior Individual Contributor

Purpose

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Learning Outcomes

- Identify the objectives, components, and principles of an effective internal control framework.
- Identify the roles and responsibilities each group in an organization has regarding internal controls.
- Identify the different types of controls and the appropriate application for each of them.

Location: Dubai | SHJ | AD

07 AML Audit

Program Code: 1948 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

Auditing an AML function requires enhanced functional skills and understanding the Audit function within the AML framework. It requires an understanding the operational and technology methods in auditing the AML function. Creating an effective AML audit and review program.

Learning Outcomes

- Steps to be conducted in an AML audit.
- Independent testing and three lines of defense.
- Independent AML skills testing matrix.
- Auditing the AML training.
- Performing of AML audit procedures and testing.
- Creating an effective AML audit/review program.

Location: Dubai | SHJ | AD

08 Credit Audit

Program Code: 1950 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

This course is designed for the Audit Department undertaking a review of the Credit Dept. It will focus on risks facing the Credit Dept and examine whether appropriate controls have been instituted.

Learning Outcomes

- Review of risk identification process.
- Review of compliance with regulations and credit policy.
- Adequacy of operational risk controls-SOD, arm's length lending, insider trading, lender.
- liability and review of credit admin dept. • Review of credit risk assessment.
- Review of credit documentation. • Review of loan pricing.
- Review of classification of loans and application of IFRS-9.

Location: Dubai | SHJ | AD

AUDIT

09 IT Security Risk and Audit

Program Code: 1956 | Course Type: CLASSROOM

Specialization | 1 Day | Entry Level / Senior Individual Contributor

Purpose

An IT audit is the examination and evaluation of an organization's information technology infrastructure, policies, and operations. Information technology audits determine whether IT controls protect corporate assets, ensure data integrity, and are aligned with the business's overall goals. This course focuses certain aspects of the IT security risk and audit.

Learning Outcomes

- Review IT policies and procedures.
- Review IT standards.
- Review IT documentation.
- Review of protection of Consumer data and assets.
- Social Engineering testing.
- Review New Product / Process Audit.

Location: Dubai | SHJ | AD

10 Sales Audit

Program Code: 1520 | Course Type: CLASS / VILT

Specialization | 1 Day | Entry Level / Senior Individual Contributor

Purpose

This course is designed for the Audit Department undertaking a review of the Treasury Dept. It will focus on treasury risks and examine whether appropriate controls have been instituted.

Learning Outcomes

- Identification of treasury risks-major failures in banking industry.
- Review of treasury policy.
- Review of operational risk controls.
- Review of market risk controls.
- Review of model code of conduct.

Location: Dubai | SHJ | AD

11 Treasury Audit

Program Code: 1949 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

This course is designed for the Audit Department undertaking a review of the Treasury Dept. It will focus on treasury risks and examine whether appropriate controls have been instituted.

Learning Outcomes

- Identification of treasury risks-major failures in banking industry.
- Review of treasury policy.
- Review of operational risk controls.
- Review of market risk controls.
- Review of model code of conduct.

Location: Dubai | SHJ | AD

12 CIA - Certified Internal Auditor

Program Code: 2181 | Course Type: CLASS / VILT

Professional Qualification | 6-9 Months | Team Leader / Managers or Unit Heads / Divisional Heads

Purpose

The CIA certificate is the most important designation in Internal Auditing and is globally recognized. Becoming a Certified Internal Auditor® (CIA®) is the optimum way to communicate knowledge, skills, and competencies to carry out professional responsibilities for any internal audit effectively. The CIA is awarded to individuals by the Institute of Internal Auditors (IIA).

Learning Outcomes

- Foundations of Internal Auditing
- Independence and Objectivity
- Proficiency and Due Professional Care
- Quality Assurance and Improvement Program
- Governance, Risk Management, and Control
- Fraud Risks
- Practice of Internal Auditing
- Managing the Internal Audit Activity
- Planning the Engagement
- Performing the Engagement
- Communicating Engagement Results and Monitoring Progress
- Governance / Business Ethics
- Risk Management
- Organizational Structure/Business Processes and Risks
- Communication
- Management / Leadership Principles
- IT / Business Continuity
- Financial Management
- Global Business Environment

Location: Dubai | AD

AUDIT

13 IAP - Internal Audit Practitioner

Program Code: 2180

Course Type: CLASS / VILT

Professional Qualification

3-6 Months

Entry Level / Senior Individual Contributor

Purpose

The Internal Audit Practitioner designation demonstrates internal audit aptitude and foundational knowledge of the International Standards for the Professional Practice of Internal Auditing. The Program covers current internal auditing practices and an understanding of internal audit issues, risks, and controls. Active Internal Audit Practitioners opens a new pathway to the Certified Internal Auditor® (CIA®) designation

Learning Outcomes

- Internal Audit Attributes (IIA Standard 1000, 1100, 1200)
- Nature of Work (IIA Standard 2100)
- Engagement Planning (IIA Standard 2200)
- Engagement Work (IIA Standard 2300)
- Engagement Communication (IIA Standard 2400)

Location

Dubai

SHJ

AD

EIF
معهد الإمارات المالي
Emirates Institute of Finance

SINCE
1983

03

BUSINESS COMMUNICATION

Pathway

www.eif.gov.ae

Programs of Business Communication

Business Communication
Levels / Programs

Level	Foundation	Duration / Days
New	• Workplace Speaking Skills	1

Level	Intermediate	Duration / Days
New	1. Designing & Delivering Effective Presentations	2
	2. Effective Reading Strategies	e-learning
	3. English Grammar: Conditionals	e-learning
	4. English Grammar: Modal Verbs	e-learning
	5. English Grammar: The Four Future Tenses	e-learning
	6. English Grammar: The Four Past Tenses	e-learning
	7. English Grammar: The Four Present Tenses	e-learning
	8. Foundations of Business Writing	1
	9. Professional Email Correspondence	2

Level	Specialization	Duration / Days
New	1. Communication Tool-Kit for Managers	1
	2. Writing Proposals and Reports	1

EIF INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN BUSINESS ENGLISH

BUSINESS COMMUNICATION *PATHWAY*

Note

1. Pathway will have Placement Exam before it runs and Exams at the end of Level 1 & Level 2
2. Each level will run for 5 weeks with 2 sessions per week
3. Pathway to run twice per year

BUSINESS COMMUNICATION

01 Workplace Speaking Skills

New Course

Program Code	Course Type	Lab
1325	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

Develop your communication skills with our one-day training course. In this program, learners will gain skills to communicate effectively, employ purpose-led methods, assert themselves confidently, and deliver impactful messages. Begin your journey towards becoming a skilled and confident communicator, ready to excel in both personal and professional interactions.

Learning Outcomes

After completing this course, learners will be able to:

- Apply two-way communication techniques effectively.
- Demonstrate purpose-led communication skills.
- Employ assertive communication methods.
- Execute impactful communication strategies.

Location: Dubai, SHJ, AD

02 Designing & Delivering Effective Presentations

New Course

Program Code	Course Type	Lab
1323	CLASS / VILT	YES

Intermediate | 2 Days | Senior Individual Contributor, Team Lead/Manager, Unit Head

Purpose

Learn how to create and deliver effective presentations. In this two-day course you'll learn to create well-structured PowerPoint presentations with visuals, improve your presentation skills by practicing effective body language and audience engagement, and gain experience in delivering presentations to an audience.

Learning Outcomes

After completing this course, learners will be able to:

- Plan and organize structure and strategy for presentations.
- Choose applicable content and visuals for PowerPoint presentations.
- Format and organize PowerPoint slides with graphics, tables and charts, multimedia, and animations
- Employ appropriate body language when delivering presentations.
- Plan how to incorporate your audience.
- Give presentations using PowerPoint.

Location: Dubai, SHJ, AD

03 Effective Reading Strategies

Program Code	Course Type	Lab
6362	E-LEARNING	-

Intermediate | - | Open to All

Purpose

The purpose of this course is to improve learners' reading skills. This includes how to efficiently skim and scan texts for information, as well as quickly identifying the main idea and supporting details in any text.

Learning Outcomes

After completing this course, learners will be able to:

- Use pre-reading skills to activate schema and predict content.
- Recognize transition signals to determine patterns of organization and details in texts.

Location: Online

04 English Grammar: Conditionals

Program Code	Course Type	Lab
6361	E-LEARNING	-

Intermediate | - | Open to All

Purpose

The purpose of this course is to give learners a general refresher on the form and function of conditionals in English: zero conditional, type 3 ,2 ,1 and mixed conditionals.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize and identify parts of a sentence (subject and predicate).
- Identify correct and incorrect uses of grammar.
- Apply grammar rules to compose examples.

Location: Online

BUSINESS COMMUNICATION

05 English Grammar: Modal Verbs

Program Code	Course Type	Lab
6360	E-LEARNING	NO

Intermediate | - | Open to All

Purpose

The purpose of this course is to give learners a general refresher on the form and function of modal verbs in English: modals verbs of ability, permission, advice, possibility and probability.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize and identify parts of a sentence (subject and predicate).
- Identify correct and incorrect uses of grammar.
- Apply grammar rules to compose examples.

Location: Online

06 English Grammar: The Four Future Tenses

Program Code	Course Type	Lab
6359	E-LEARNING	NO

Intermediate | - | Open to All

Purpose

The purpose of this course is to give learners a general refresher on the form and function of the four future tense verb forms in English: future simple, future continuous, future perfect and future perfect continuous.

Learning Outcomes

- After completing this course, learners will be able to:
- Recognize and identify parts of a sentence (subject and predicate).
- Identify correct and incorrect uses of grammar.
- Apply grammar rules to compose examples.

Location: Online

07 English Grammar: The Four Past Tenses

Program Code	Course Type	Lab
6358	E-LEARNING	NO

Intermediate | - | Open to All

Purpose

The purpose of this course is to give learners a general refresher on the form and function of the four past tense verb forms in English: past simple, past continuous, past perfect and past perfect continuous.

Learning Outcomes

- After completing this course, learners will be able to:
- Recognize and identify parts of a sentence (subject and predicate).
- Identify correct and incorrect uses of grammar.
- Apply grammar rules to compose examples.

Location: Online

08 English Grammar: The Four Present Tenses

Program Code	Course Type	Lab
6357	E-LEARNING	NO

Intermediate | - | Open to All

Purpose

The purpose of this course is to give learners a general refresher on the form and function of the four present tense verb forms in English: present simple, present continuous, present perfect and present perfect continuous.

Learning Outcomes

- After completing this course, learners will be able to:
- Recognize and identify parts of a sentence (subject and predicate).
- Identify correct and incorrect uses of grammar.
- Apply grammar rules to compose examples.

Location: Online

BUSINESS COMMUNICATION

09 Foundations of Business Writing

Insurance Code	Program Code	Course Type	Lab
4202	1529	CLASS / VILT	YES

Intermediate | 1 Day | Entry Level, Senior Individual Contributor

Purpose

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

Learning Outcomes

After completing this course, learners will be able to:

- Plan, organize and structure business texts.
- Compose paragraphs with appropriate tone.
- Proofread and revise business documents.

Location: Dubai, SHJ, AD

10 Professional Email Correspondence

Insurance Code	Program Code	Course Type	Lab
4205	1314	CLASS / VILT	NO

Intermediate | 2 Days | Open to All

Purpose

Elevate your professional correspondence and refine your business email etiquette. This two-day course will help you sharpen your skills through practical exercises, emphasizing the importance of practice and careful proofreading.

Learning Outcomes

After completing this course, learners will be able to:

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

Location: Dubai, SHJ, AD

11 Communication Tool-Kit for Managers

New Course

Program Code	Course Type	Lab
1324	CLASS / VILT	YES

Intermediate | 1 Day | Team Lead/Manager, Unit Head

Purpose

In today's fast-paced business world, effective communication is the cornerstone of successful leadership. This course is specifically designed for managers and team leaders seeking to enhance their communication skills, communicate with confidence, influence outcomes, and build stronger, more productive relationships with teams and colleagues.

Learning Outcomes

After completing this course, learners will be able to:

- Modify their communication style to articulate their purpose effectively.
- Practice active listening skills when giving and receiving constructive feedback.
- Compare and contrast conflict management approaches for varied audiences and contexts.

Location: Dubai, SHJ, AD

12 Writing Proposals and Reports

Insurance Code	Program Code	Course Type	Lab
4736	1318	CLASS / VILT	YES

Intermediate | 1 Day | Senior Individual Contributor, Team Lead/Manager, Unit Head

Purpose

Learn how to write a formal report and how to put together the kind of proposal that often precedes a formal report and learn how to write a progress report. This one-day course will help you to develop your writing skills so that you can complete these workplace tasks effectively.

Learning Outcomes

After completing this course, learners will be able to:

- Evaluate the effectiveness of varied proposals and reports.
- Practice crafting parts of business proposals and reports.
- Proofread, edit, and revise texts from proposals and reports.

Location: Dubai, SHJ, AD

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04

COMMERCIAL & CORPORATE BANKING

Pathway

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Programs of Commercial & Corporate Banking

Commercial & Corporate Banking
Levels / Programs

Level Foundation	Duration / Days
New • Business Ethics	1

Level Intermediate	Duration / Days
1. Corporate Banking Credit Products	e-learning
2. Corporate Banking Non-Credit Products	e-learning
3. Corporate Finance	2
4. Identifying Business Opportunities from Financial Statement	1
New 5. Lending Deal Structuring and Decision Making Strategy	1
6. SME Lending	1

Level Specialization	Duration / Days
1. Cash Management and Transaction Banking	1
2. Fraud & AML Red Flags for Relationship Managers	1
3. Real Estate & Contracting Finance	1
4. Supply Chain Finance	4
5. Syndicated Loans	1
6. Treasury Solutions for Relationship Managers	1

Level Master Class	Duration / Days
• Project Financing	2

Level Professional Certification	Duration / Days
1. CBI Climate Risk Financing	10
2. CertRM - Certificate in Relationship Management	5
3. CFA ESG Investment	10
4. GARP Sustainability & Climate Risk	TBD

EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN CORPORATE RELATIONSHIP MANAGEMENT

Related Roles : Entry Level, Senior Individual Contributor, Team Leader/ManagerRelevant for candidates new to commercial banking, business banking, and corporate banking.

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

- Understand the client's business to assess business opportunities and risks.
- Understand how to acquire, sustain, and offer the correct products to corporate clients for all their business requirements.
- Develop knowledge of sound credit proposals for approvals.
- Know the compliance aspects regarding fraud and red flags to monitor and prevent losses.
- Understand and analyze financial statements to know the financial strength of companies.
- Acquire the skill of powerful negotiation, cross and upselling to increase the wallet share of the bank.

COMMERCIAL & CORPORATE BANKING *PATHWAY*

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Candidates can directly enter Level 2 after passing the Exam of Level 1
4. Upon successful completion, the participant will be awarded with EIF - CBI International Certificate in Corporate Relationship Management

COMMERCIAL & CORPORATE BANKING

01 Business Ethics — New Course

Program Code	Course Type	Lab Requirement
1241	CLASSROOM	NO

Foundation | 1 Day | Open to All

Purpose

Participants will learn about the role ethics plays while making principled decisions and responsibilities towards the clients and to other stakeholders

Learning Outcomes

- Participants will learn to recognize and evaluate ethical dilemmas, the importance of trust in dealing with clients, and gain knowledge of regulatory frameworks.

Location: Dubai, SHJ, AD

02 Corporate Banking Credit Products

Program Code	Course Type	Lab Requirement
1877	E-LEARNING	-

Intermediate | NA | Open to All

Purpose

Participants will have an understanding of corporate banking products and services which are classified as credit offerings.

Learning Outcomes

- Participants will learn the types of credit product offered, short term financing, receivable and term financing.

Location: Online

03 Corporate Banking Non-Credit Products

Program Code	Course Type	Lab Requirement
1878	E-LEARNING	-

Intermediate | 1 Day | Open to All

Purpose

Participants will have an understanding of corporate banking products and services which are classified as non- credit offerings.

Learning Outcomes

- Participants will learn the types of non credit products offered, and advisory services.

Location: Online

04 Corporate Finance

Program Code	Course Type	Lab Requirement
1428	CLASSROOM	YES

Intermediate | 2 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the funding process through capital markets, funding for different lifr cycle stages for companies and capital structures.

Learning Outcomes

- Participants will work on concepts of cost calculations of IRR/NPV and WACC and the process of valuing a business.

Location: Dubai

COMMERCIAL & CORPORATE BANKING

05 Identifying Business Opportunities from Financial Statement

Program Code	Course Type	Lab Requirement
1231	CLASSROOM	NO

Intermediate | TBD | Entry Level, Senior Individual Contributor

Purpose

Participants will gain an understanding of the concept of CRM and will equip them with the tools and techniques required to develop an appropriate CRM strategy in a corporate setting by looking at financial statements.

Learning Outcomes

- Participants will be able to identify the right clients, new client acquisition, and portfolio of services to be offered by finding opportunities in financial statements.

Location: Dubai, SHJ, AD

06 Lending Deal Structuring and Decision Making Strategy

Program Code	Course Type	Lab Requirement
1242	CLASSROOM	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Participants will understand how a systematic, proven decision startegy is used to make sound recommendations.

Learning Outcomes

- Participants will learn about the types of industry risks, management, and financial risk needs to be monitored and their assessment to be evaluated before creating a loan deal structure.

Location: Dubai, SHJ, AD

07 SME Lending

Program Code	Course Type	Lab Requirement
1440	CLASSROOM	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager

Purpose

Participants will gain insights on the characteristics of SME market in UAE and process of lending for SME segment.

Learning Outcomes

- Participants will learn about SME market characteristics, risks faced by the industry and financial risk analysis for SME segment.

Location: Dubai, SHJ

08 Cash Management and Transaction Banking

Program Code	Course Type	Lab Requirement
1221	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

Participants will gain an understanding of the need for cash management solutions offered by the banks and latest technological trends in cash management.

Learning Outcomes

- Participants will learn cash management solutions provided by banks, the link between cash management and working capital requirements, API integartions in cash management, automated payments amangement and collections management.

Location: Dubai, SHJ, AD

COMMERCIAL & CORPORATE BANKING

09 Fraud & AML Red Flags for Relationship Managers

Program Code	Course Type	Lab Requirement
1234	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

Participants will be able to learn the importance of AML and behavioral red flags and knowldege needed while onboarding and providing facilities to the clients.

Learning Outcomes

- Participants will learn to identify fraud and red flags while dealing with clients and obligations to report suspicious transactions.

Location: Dubai, SHJ, AD

10 Real Estate & Contracting Finance

Program Code	Course Type	Lab Requirement
1207	CLASSROOM	NO

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Participants will gain knowledge on techniques and tools used for feasibility due diligence study of real estate, real estate market dynamics and regulations supporting the organizations for informed decision-making.

Learning Outcomes

- Participants will learn real estate market dynamics, types of real estate financing and feasibility study of due diligence and real estate regulations.

Location: Dubai, SHJ, AD

11 Supply Chain Finance

Program Code	Course Type	Lab Requirement
1239	CLASSROOM	NO

Specialization | 2 Days | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Participants will gain insights into the techniques used for financing and optimizing through the supply chain finance.

Learning Outcomes

- Participants will learn about different types of SCF product, risk mitigation using SCF and use of Blockchain and distributed ledger into SCF.

Location: Dubai, SHJ, AD

12 Syndicated Loans

Program Code	Course Type	Lab Requirement
1209	CLASSROOM	NO

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Participants will gain knowledge on organizing and participating in loan syndication.

Learning Outcomes

- Participants will learn syndication sales cycle, characteristics of loan syndication, strategies for syndication participations and risk sharing.

Location: Dubai, SHJ

COMMERCIAL & CORPORATE BANKING

13 Treasury Solutions for Relationship Managers

Program Code	Course Type	Lab Requirement
1425	CLASSROOM	NO

Specialization | 1 Day | Entry Level , Senior Individual Contributor, Team Leader/Manager

Purpose

Participants will gain knowledge that can empower the banks maangers to converse with their clients on business risks and ways of mitigating them.

Learning Outcomes

- Participants will find hedging opportunities for a corporate/SME client and forex strategies for the clients.

Location: Dubai, SHJ, AD

14 Project Financing

Program Code	Course Type	Lab Requirement
1206	CLASSROOM	YES

Masterclass | 2 Days | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Participants will gain insights into project risks and grasp the crucial factors and techniques used in project financing.

Learning Outcomes

- Participants will learn about special purpose vehicle project structure, PPP in project financing, documentation and risk stages in projects.

Location: Dubai, SHJ

15 CBI Climate Risk Financing

Program Code	Course Type	Lab Requirement
2136	CLASS / VILT	-

Professional Qualification | 10 Days | Risk Teams, Compliance Teams, Finance officers, Branch Management teams, Senior Managers, Financial Advisors

Purpose

This certificate helps the learner to develop an understanding and skills relating to climate change, climate risk, and sustainable finance to support customers and communities with the transition to a sustainable, low-carbon world.

Learning Outcomes

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

- Describe climate change and its impacts.
- Identify, describe, and classify climate-related financial and non-financial risks.
- Examine the challenges in measuring, monitoring, and reporting climate risks.
- Explore approaches to defining, developing, articulating, and embedding climate risk appetite, governance, and culture.

Location: TBD

16 CertRM - Certificate in Relationship Management

Program Code	Course Type	Lab Requirement
2134	CLASS / VILT	-

Professional Qualification | 5 Days | SME / Commercial Bankers, Personal Banker, Assistant Relationship Managers, Relationship Managers, Corporate Banking Personnel

Purpose

The Certificate in Relationship Management develops your skills in business planning, account portfolio management, and the role of the relationship manager as a trusted adviser. Completion will provide you with the skills to anticipate, identify, and satisfy customer needs profitably.

Learning Outcomes

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

- The environment in which the business operates.
- The different types of business customers.
- The role of relationship management and relationship marketing.
- The role of the relationship manager as a trusted adviser in identifying and supporting customer needs.
- The importance of business plans and their relationship to portfolio management together with key account and portfolio planning.

Location: TBD

COMMERCIAL & CORPORATE BANKING

17 CFA ESG Investment

Program Code	Course Type	Lab Requirement
2135	CLASS / VILT	-

Professional Qualification

10 Days

Personal Banker, Corporate Banking Staff, Sales and Distribution Staff, Wealth Managers, Product Development Managers, Financial Advisors

Purpose

The CFA Institute Certificate in ESG Investing can help you meet this growing demand. By equipping you with the knowledge and skills necessary to incorporate ESG considerations into the investment decision-making process, you can better support client demand and play an important role in prioritizing sustainability, ethical practices, and social responsibility.

Learning Outcomes

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

- Context for different approaches to responsible investment and specifically, consideration of environmental, social and governance (ESG) factors.
- Underlying issues that constitute factors within each of the environmental, social, and governance areas.
- Environmental factors, systemic relationships, material impacts, megatrends, and approaches to environmental analysis at country, sector, and company levels.
- ESG analysis, valuation, and integration.

Location

TBD

18 GARP Sustainability & Climate Risk

Program Code	Course Type	Lab Requirement
2137	CLASS / VILT	-

Professional Qualification

TBD

Risk Teams, Compliance Teams, Finance officers, Branch Management teams, Senior Managers, Financial Advisors

Purpose

The certificate provides a sound grounding for risk managers navigating the field of sustainability and climate risk and solutions to top issues in climate change and sustainability.

Learning Outcomes

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

- Develop strategies for improving climate risk mitigation efforts.
- Learn how to tackle today's physical and transition risk.
- Learn about climate change's economic impact.
- Lead firms to invest sustainably and create meaningful change.

Location

TBD

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05

CREDIT

Pathway

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Programs of Credit

Credit
Levels / Programs

Level	Foundation	Duration / Days
1.	Cash Flow Statement Analysis	2
2.	Cash Flow Statement Analysis	e-learning
3.	Financial Statement Analysis Primer	2

Level	Intermediate	Duration / Days
1.	Balance Sheet Analysis	e-learning
2.	Credit Analysis Using Bank Statement	1
3.	Credit Analysis Using Dupont Analysis	e-learning
4.	Credit Appraisal Methods	1
5.	Credit Proposal Writing	1
6.	Credit Risk Measurement Probability Of Default	e-learning
7.	Current Economic Trends	1
8.	Early Warning System For Problem Loans	e-learning
9.	Exposure At Default & Loan Given Default	e-learning
10.	Financial Ratios	e-learning
11.	Income Statement Analysis	e-learning
New 12.	Industry and Management Risk Assessment for Corporate Credit	1
13.	Retail Problem Loan Management	1
14.	Understanding Income Statement, Balance Sheet and Financial Ratios	e-learning

Level	Specialization	Duration / Days
1.	Corporate Debt Restructuring	1
2.	Credit Documentation	1
3.	Ethics for Credit Professionals	1
4.	Financial Institutions Credit Analysis	1
New 5.	GICP's Global Credit Certificate	5
6.	Identifying Red Flags Using Financial Statements	1
New 7.	Moody's Analytics's Certificate in Commerical Credit	15
8.	Risk Adjusted Return on Capital (RAROC)	1

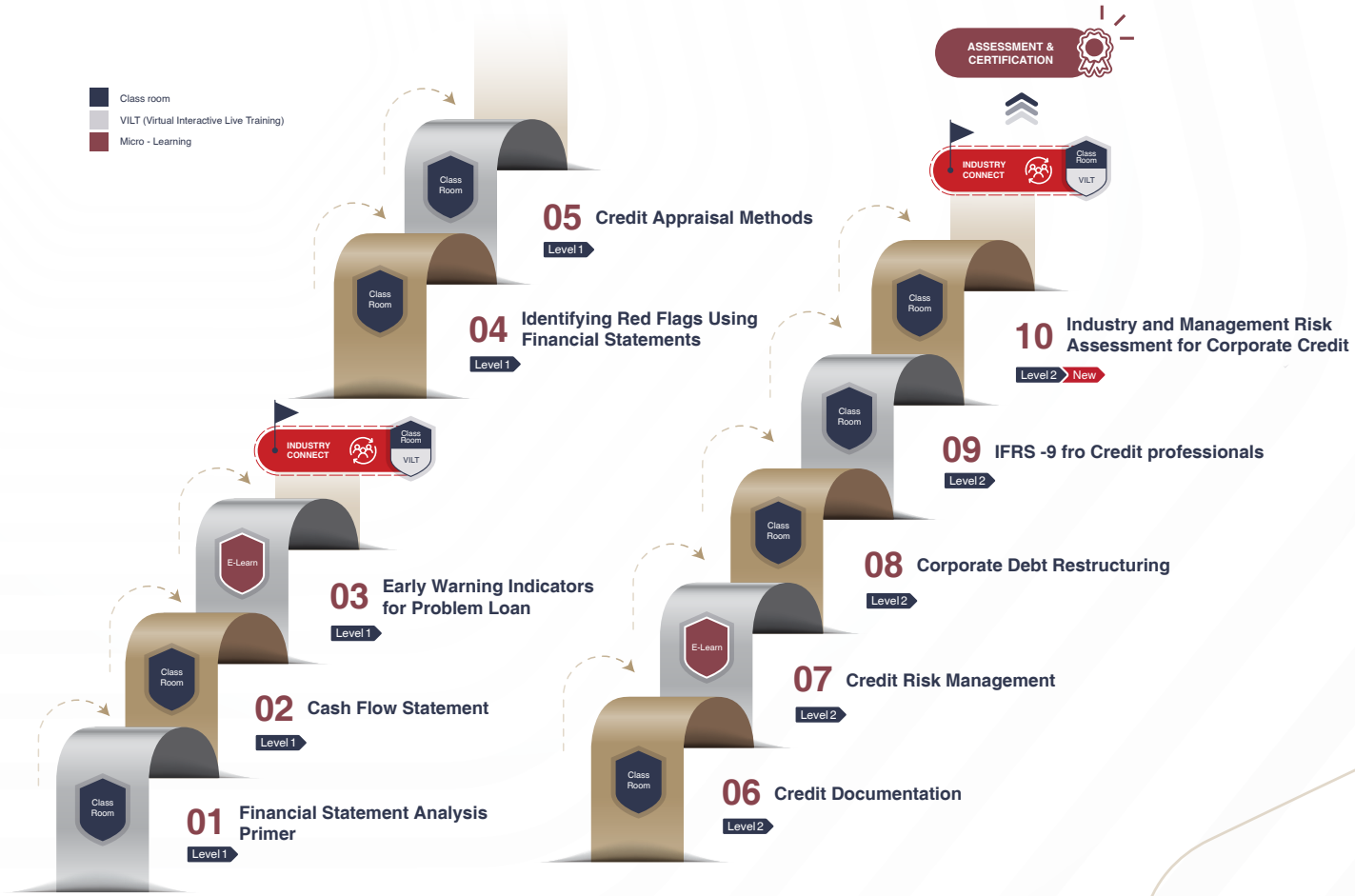
EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN CREDIT ANALYSIS

Related Roles : Internal Auditors, all staff of the Audit function and Risk Departments.

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

- Prioritize auditable units and develop and implement risk-based auditing tools & and techniques.
- Identify the objectives, components, and principles of an effective internal control framework.
- Recognize the criteria for and importance of writing audit reports.
- Understand how best to incorporate data analytics throughout the audit process
- Identify and review treasury risks, Credit risks and policy, operational risk controls, market risk controls, and Fraud risks.
- Identify the elements to create an effective AML audit/review program.



Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - can directly enter Level 2 after passing the Exam of Level 1
4. Upon successful completion, the participant will be awarded with EIF - CBI International Certificate in Credit

CREDIT

01 Cash Flow Statement Analysis

Program Code	Course Type	Lab Requirement
1224	E-LEARNING	NO

Foundation | - | Open to All

Purpose

To understand how to analyze cash flow statement to make better decisions.

Learning Outcomes

What should you learn:

- Analyze Cash Flow from operations, Investing & Financing.
- Analyze Business Performance Using Cash Flow Statement.
- Reading Cash Flow Statement and inferring about the companies.

Location: Online

02 Cash Flow Statement Analysis

Program Code	Course Type	Lab Requirement
1224	CLASSROOM	NO

Foundation | 2 Days | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This is a specialized program in the financial analysis domain which focuses solely on cash flow statement analysis. The learners would try to analyze cash flow statements to help them make informed decisions.

Learning Outcomes

- Understand how a cash flow statement is prepared.
- Analyze cash flow from operations, investing and financing activity.
- Link cash flow analysis to other financial statements.
- Analyze business performance using cash flow statement.
- **Prerequisite: Financial Statement Analysis Primer.**

Location: Dubai, SHJ, AD

03 Financial Statement Analysis Primer

Program Code	Course Type	Lab Requirement
1204	CLASSROOM	NO

Foundation | 2 Days | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

The course on financial statement analysis provides participants with a fundamental understanding of accounting principles, concepts, conventions, and key characteristics of accounting information. Participants will be able to learn about the various types of financial statements and their importance. They will learn the use of various analytical tools like ratio analysis and common-size statements. They will be able to identify the key line items on the financials and their inter-relationships.

Learning Outcomes

- Purpose and structure of financial statements.
- Important accounting principles, concepts, conventions.
- Reading and understanding the balance sheet and income statement.
- Trend analysis / common size statements.
- Ratio analysis.

Location: Dubai, SHJ, AD

04 Balance Sheet Analysis

Program Code	Course Type	Lab Requirement
6350	E-LEARNING	-

Intermediate | - | Open to All

Purpose

Analyzing financial statements for decision making is a critical skill required for professionals wanting to pursue their career in banking. The financial statement analysis provides a fundamental understanding of accounting principles and key characteristics of information. This is a specialized program in the financial analysis domain which focuses solely on balance sheet. The program will help the learners to analyze balance sheet to help them make their decisions.

Learning Outcomes

What You will learn:

- Understand how a balance sheet is prepared.
- Analyze types of assets, liabilities, and net worth.
- Link Balance sheet to other financial statements.
- Analyze business performances using Balance Sheet.

Location: Online

CREDIT

05 Credit Analysis Using Bank Statement

Program Code	Course Type	Lab Requirement
1232	CLASSROOM	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

Many SME businesses do not maintain proper accounting records but require loans. Therefore, Banks need to perform credit appraisal using bank statements and other information. This program fills that need.

Learning Outcomes

How to read a bank statement.

- Introduction to financial statements.
- Computation of revenue/ liabilities/ net profits/ cash flow analysis.
- Signs of health/red flags/identify all significant and recurring transactions.
- Credit decision & credit monitoring.

Location: Dubai, SHJ, AD

06 Credit Analysis Using Dupont Analysis

Program Code	Course Type	Lab Requirement
6357	E-LEARNING	NO

Intermediate | - | Open to All

Purpose

Return on Equity (ROE) is an important metric that analysts the world over follow with great interest. It is also important to know why the ROE is high or low. In a method popularized by the Du Pont Corporation in the 1920s, ROE is broken down into components to analyse why the ROE is falling or rising. In fact, it allows credit analysts to go deep into a company's business and financial operations to pinpoint the possible deficiencies. It's a valuable tool that analysts should master.

Learning Outcomes

What you will learn:

- What is Credit Analysis.
- What is the Du Pont Method.
- What drives ROE.
- Financial Analysis using Du Pont Method.
- Limitations of Du Pont.

Location: Online

07 Credit Appraisal Methods

Program Code	Course Type	Lab Requirement
1202	CLASSROOM	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

Credit Appraisal remains one of most critical functions of any bank.This course will give the participants a good grounding in the basics of credit analysis and business evaluation. Participants will develop the necessary skills to match credit facilities to the needs of borrowers and mitigate risks through documentation, covenants and collateral security.This program is designed to help learners analyze the current local and international economic trends in the context of the banking and financial sector.

Learning Outcomes

- Basic principles of bank credit.
- Credit risk analysis through ratios and cash flow analysis.
- Forecasting financials and sensitivity analysis.
- Importance of site inspections. • Credit scoring.
- Credit rating. • Pricing raroc.
- Evaluation of working capital and term loans.

Location: Dubai, SHJ, AD

08 Credit Proposal Writing

Program Code	Course Type	Lab Requirement
1219	CLASSROOM	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This course has been introduced to help credit officers develop their skills in writing loan proposals. Many credit officers, who are well-versed in analyzing a loan proposal, often fail to present an acceptable case proposal to the Credit committee. The Committee must often seek clarifcations and this leads to unwanted delays. This course will help credit officers to structure a loan proposal adequately and present the same to the credit committee in an acceptable format leading to quick resolution.

Learning Outcomes

- Outline of the proposal.
- Executive summary of the proposal.
- Industry factors.
- Company analysis.
- Financial analysis.
- Management quality.
- Security analysis.
- Summary risk assessment.
- Financing outline.
- Key facility risks and how these risks will be mitigated by the suggested loan structure.

Location: Dubai, SHJ, AD

CREDIT

09 Credit Risk Measurement Probability Of Default

Program Code	Course Type	Lab Requirement
6354	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

Risk Management is a continuous process in identifying, analyzing, evaluating, and monitoring risk controls to mitigate the adverse effect of losses. Banks are invariably faced with different types of risks which can have negative effects on their business. Risk Indicators and measurements are very important tools used to support a range of risk management activities associated with credit risk. Every bank should have a system to measure the risk caused due to default and one of the parameters of measurement is Probability of Default. The program provides a basic understanding and estimation of probability of default.

Learning Outcomes

What you will learn:

- Understand probability of default.
- Estimating of probability of default.

Location: Online

10 Current Economic Trends

Program Code	Course Type	Lab Requirement
1220	CLASSROOM	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This program is designed to help identify international economic trends.

Learning Outcomes

- Key economic measures for analysis.
- Business cycle analysis.
- Fiscal policy and impact.
- Monetary policy and impact.
- Current UAE economic environment.
- Global macros and the impact.

Location: Dubai, SHJ, AD

11 Early Warning System For Problem Loans

Program Code	Course Type	Lab Requirement
6358	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

This course is designed to assist participants in identifying deterioration in their credit portfolios substantially earlier than their traditional systems can. The more that a bank delays its response to weakness in its customer's credit risk, the smaller its window of opportunity to take corrective actions and protect itself from losses.

Learning Outcomes

- Need For an Early Warning System (EWS)
- EWS Process
- Organization of EWS
- Identification of EWI-External
- Identification of EWI-Company Specific
- Evaluating an EWS
- Summary of Good Practices

Location: Online

12 Exposure At Default & Loan Default

Program Code	Course Type	Lab Requirement
6353	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

Risk Management is a continuous process in identifying, analyzing, evaluating, and monitoring risk controls to mitigate the adverse effect of losses. Banks are invariably faced with different types of risks which can have negative effects on their business. Risk Indicators and measurements are very important tools used to support a range of risk management activities associated with credit risk. Every bank should have a system to measure the risk caused due to default and one of the parameters of measurements are EAD & LGD. The course provides a basic understanding of risk measurement in credit and how to estimate EAD and LGD.

Learning Outcomes

What You will learn:

- Understand Exposure at Default.
- Estimating Exposure at Default.
- Understand Loss Given Default.
- Estimating Loss Given Default.

Location: Online

CREDIT

13 Financial Ratios

Program Code: 6355 | Course Type: E-LEARNING | Lab Requirement: NO

Intermediate | - | Open to all

Purpose

Analyzing financial statements for decision making is a critical skill required for professionals wanting to pursue their career in banking. The financial statement analysis using ratios provides a fundamental understanding of accounting principles and key metrics to gain information. This is a specialized program in the financial analysis domain which focuses solely on financial ratios. The program will help the learners to equip themselves with an understanding on how ratios helps to analyze a company's profitability, operational efficiency, liquidity, and solvency.

Learning Outcomes

What You will learn:

- Understand how financial ratios are prepared.
- Understand the key liquidity, profitability, efficiency & solvency ratios.
- Analyze business performances using some key ratios.

Location: Online

14 Income Statement Analysis

Program Code: 6356 | Course Type: E-LEARNING | Lab Requirement: NO

Intermediate | - | Open to all

Purpose

Analyzing financial statements for decision making is a critical skill required for professionals wanting to pursue their career in banking. The financial statement analysis provides a fundamental understanding of accounting principles and key characteristics of information. This is a specialized program in the financial analysis domain which focuses solely on income statement. The program helps the learners to analyze income statements and how it is helpful in making a better decision.

Learning Outcomes

What You will learn:

- Understand how an income statement is prepared.
- Analyze operating profits and net profits and expenses.
- Link Income statement to other financial statements.
- Analyze business performances using Income Statement.

Location: Online

15 Industry and Management Risk Assessment for Corporate Credit

New Course

Program Code: 1243 | Course Type: CLASSROOM | Lab Requirement: NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This program provides competennt strategies and techniques for qualitative analysis of credit risk.

Learning Outcomes

- Economy and Industry Risk Assessment.
- Business Risk Assessment.
- Management Risk Assessment.

Location: Dubai, SHJ, AD

16 Retail Problem Loan Management

Program Code: 1205 | Course Type: CLASSROOM | Lab Requirement: NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This course will enable participants to identify the early warning signals of problem loans. Participants will be able to recognize the causes of business failure and operating losses. They will be able to develop a concrete set of procedures once a problem loan has been identified. Participants will explore options for resolving problem loans such as restructuring and liquidation.

Learning Outcomes

- Causes of problem loans and costs.
- Identification of problem loans and measuring delinquency - Regulatory guidelines.
- Controlling problem loans
- Analysis of the remedial actions.
- Strategy for loan recovery
- UAE bankruptcy code.

Location: Dubai, SHJ, AD

CREDIT

17 Understanding Income Statement, Balance Sheet and Financial Ratios

Program Code	Course Type	Lab Requirement
6359	E-LEARNING	NO

Intermediate | - | Open to all

Overview & Purpose

Understanding financial statement is extremely critical for analysts, relationship managers or even others. The course covers succinctly theincome statement, balance sheet and financial ratios to be effectively used in analysis.

Learning Outcomes

What you will Learn:

- Income statement: structure and analysis Balance sheet: classification Financial ratios: performance, profitability, leverage, turnover ratios etc.

Location: Online

18 Corporate Debt Restructuring

Program Code	Course Type	Lab Requirement
1218	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This course will enable participants to restructure a distressed asset and understand the root causes of business failures. The course will discuss organizational and strategic changes that must be made to revive a unit.

Learning Outcomes

- Causes of loan distress-business weakness-financial weakness.
- Priority of claims.
- Planning restructuring-operational, organizational, financial and Strategic restructuring.
- Implementing the restructuring plan.
- Lender responsibilities.
- Checklists, documentations.
- Protecting security.
- Financial projections.
- Monitoring the revival.
- Bankruptcy laws in uae.

Location: Dubai, SHJ, AD

19 Credit Documentation

Program Code	Course Type	Lab Requirement
1229	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This course enables participants to gain an understanding of the legal principles that underpin credit documentation in Banks.

Learning Outcomes

Uae banking related laws.

- The contract law.
- Key clauses in the loan agreement and risk mitigation.
- The loan agreement.
- Guidelines for documentation.
- Guarantees.
- Security agreements.
- Insolvency law.

Location: Dubai, SHJ, AD

20 Ethics for Credit Professionals New Course

Program Code	Course Type	Lab Requirement
1248	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

Credit Professional face many ethical issues when performing their functions. This course will cover the various ethical issues confronting credit professionals and the best practices in credit management.

Learning Outcomes

- Importance of Ethics within an organisation.
- Difference between Legal and Ethical.
- Understand Ethical Standars in Lending.
- Obstacles to Ethical Lending.

Location: Dubai, SHJ, AD

CREDIT

21 Financial Institutions Credit Analysis

Program Code	Course Type	Lab Requirement
1235	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

The objective of this course is to equip participants with an understanding of how financial institutions can be analyzed, how they are different from other companies and factors that affects their financials and key performance indicators for the banks.

Learning Outcomes

- How financial institutions are different from other companies.
- Analyze a bank's balance sheet and income statement.
- Identifying key ratios and performance indicators for banks.
- Camels approach.

Location: Dubai, SHJ, AD

22 GICP's Global Credit Certificate — New Course

Program Code	Course Type	Lab Requirement
2155	VILT	NO

Specialization | 5 Days | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

The Global Credit Certificate is a modern and practical qualification devised to help individuals navigate the challenging credit risk landscape.

The certification offers a comprehensive understanding of the principles of both corporate and bank credit analysis and takes this knowledge further by teaching practical application and incorporating critical thinking and decision making.

Learning Outcomes

- Introduction to the credit decision process.
- Corporate financial statement analysis.
- Bank profitability and risk.
- Qualitative risk factors.
- Comprehensive financial analysis.
- Effective decision-making framework.

Location: VILT

23 Identifying Red Flags Using Financial Statements

Program Code	Course Type	Lab Requirement
1225	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This program focuses on identifying red flags using financial statements. The course will discuss areas of possible creative accounting, financial frauds and identify red flags on the financial position of the company. This course should be attended only after a strong background knowledge of financial statements as specified in the learning plan.

Learning Outcomes

- Understand how financial statements could be used to analyze red flags.
- Discuss possible areas of creative accounting and financial frauds.
- Identify red flags on company's financial position to make a suitable credit
- or investment decision.

- **Prerequisite:** Financial Statement Analysis Primer & Cash Flow Analysis.

Location: Dubai, SHJ, AD

24 Moody's Analytics's Certificate in Commerical Credit — New Course

Program Code	Course Type	Lab Requirement
2154	VILT	NO

Specialization | 15 Days | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This certification will equip participants with the full range of technical skills and knowledge they need to excel in credit domain.

Learning Outcomes

- Analyze a borrower, identify risk, and structure a financing solution that aligns with the institution's risk appetite and capital strategy.
- Balance risk with profitability and competitiveness when pricing credit facilities.
- Apply dynamic loan monitoring techniques.

Location: VILT

CREDIT

25 Risk Adjusted Return on Capital (RAROC)

Program Code	Course Type	Lab Requirement
1228	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

At the end of this course participants will be able to comprehend the importance of RAROC and why it is such a powerful measure of business performance.

Learning Outcomes

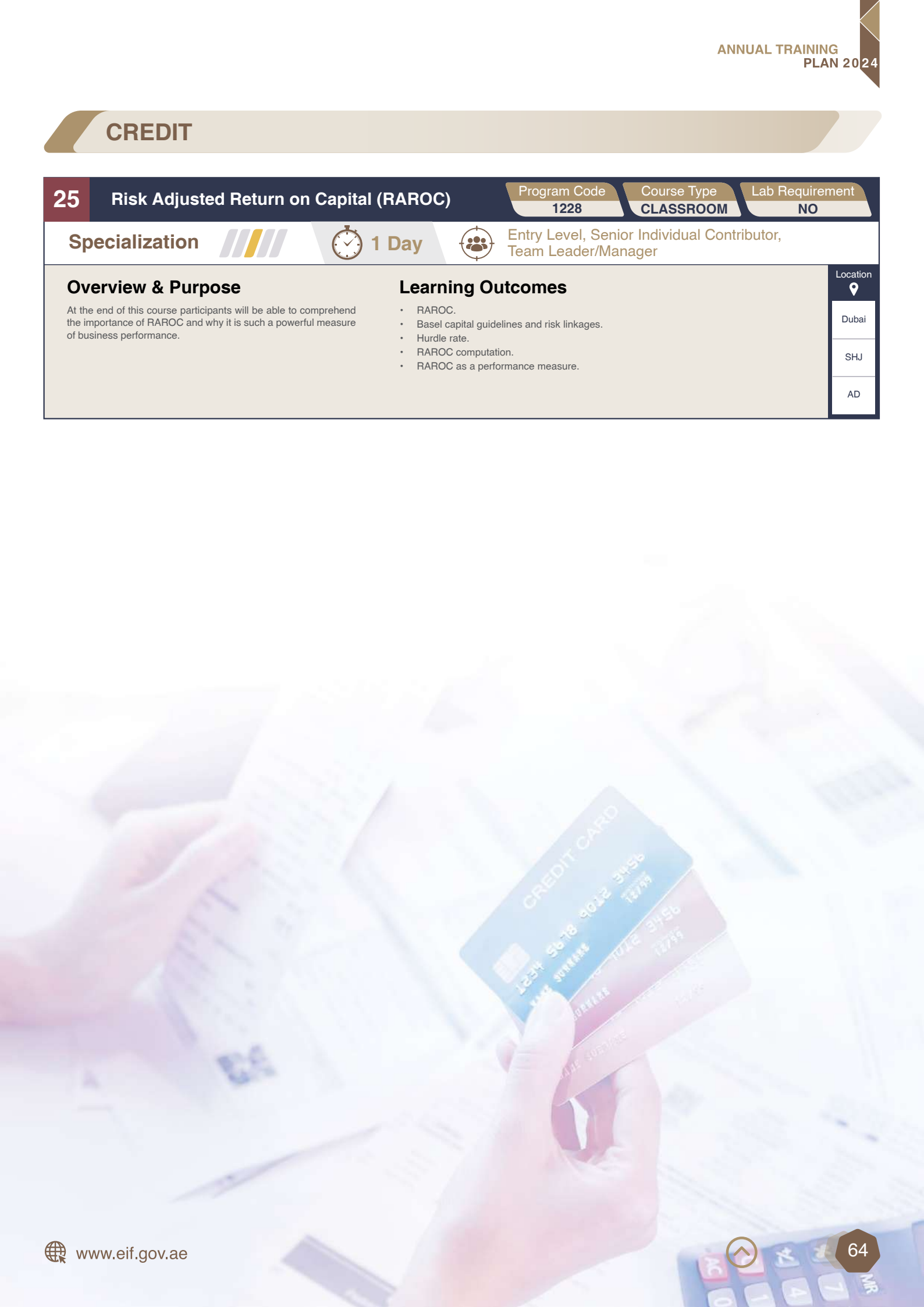
- RAROC.
- Basel capital guidelines and risk linkages.
- Hurdle rate.
- RAROC computation.
- RAROC as a performance measure.

Location

Dubai

SHJ

AD



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FINANCE & ACCOUNTING

Pathway

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Programs of Finance & Accounting

Level Foundation	Duration / Days
• Accounting for Non Accountants	2

Level Intermediate	Duration / Days
1. Budgeting and cost control for managers	1
2. Ethics in Accounting	1
New 3. Financial Planning and Analysis	1
New 4. UAE Corporate Tax Law	1
5. Value Added Tax	1

Level Specialization	Duration / Days
New 1. ACCA Diploma in International Financial Reporting	15
New 2. ACCA UAE Tax and Regulation Certificate	4
New 3. IFRS - 15 Revenue from Contracts	1
4. IFRS - 9 for Credit Professionals	2
5. IFRS 16 Leases	1

Level Master Class	Duration / Days
• IFRS Masterclass	2

FINANCE & ACCOUNTING

01 Accounting for Non Accountants

Program Code	Course Type	Computer Lab
1222	CLASSROOM	NO

Foundation | 2 Days | Open to All

Overview & Purpose

Accounting is the language of business. A basic understanding of accounting is a must for all aspiring managers. This course introduces participants to accounting principles, double entry book-keeping and recording of financial transactions. The course can act as a foundation program for learners with non-accounting background aspiring for roles in financial analysis.

Learning Outcomes

- Introduction to accounting and financial statements.
- Double entry accounting.
- Accounting assumptions and principles.
- Introduction to IFRS balance sheet, profit and loss and cash flow statements.

Location: Dubai, SHJ, AD

02 Budgeting and Cost Control for Managers

Program Code	Course Type	Computer Lab
1131	CLASSROOM	YES

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

Focus on the bottom line is a competency expected of every successful manager. Effective budgeting and cost control techniques can help you retain the focus on the bottom line even in a highly challenging business environment. In this training, the learners will understand the most widely used budgeting techniques for planning, monitoring, and controlling costs.

Learning Outcomes

- Defend the importance of linking an organization's budget with its strategic plan.
- Demonstrate how the budget relates to the key financial statements: balance sheet, income statement, and cash flow.
- Prepare the key elements of an operating and capital budget and evaluate the different budgeting approaches used.
- Apply cost control tools, analyze management variance reports and take proper corrective action.
- Utilize cost-volume-profit analysis in making budgeting decisions.

Location: Dubai, SHJ, AD

03 Ethics in Accounting

Program Code	Course Type	Computer Lab
1247	CLASSROOM	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

This program covers the elements necessary to make proper ethical decisions. This course will introduce participants to professional guidance that enables accountants to uphold the obligation to act in the public interest while meeting their professional responsibilities to employers and clients.

Learning Outcomes

Learning Objectives:

- Introduction to Values and Ethics.
- Introduction to three conceptes: professinal, professions and professional resposibility Code of Professional Conducts.
- Challenges to Auditors Independence.

Location: Dubai, SHJ

04 Financial Planning and Analysis

Program Code	Course Type	Computer Lab
1245	CLASSROOM	YES

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

The objective of the course is to familiarize participants on how to prepare forecasted financial statements and develop long range planning models.

Learning Outcomes

- Introduction to FP&A.
- Building Finacial Statements.
- Long Range Planning and Analysis.
- Presentation and Building Dashboard.

Location: Dubai, SHJ, AD

FINANCE & ACCOUNTING

05 UAE Corporate Tax Law

Program Code	Course Type	Computer Lab
1246	CLASSROOM	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This program introduces the key highlights of UAE Corporate Tax Law.

Learning Outcomes

- Basic Concepts.
- Corporate Tax Rate.
- Taxable and Exempt Persons.
- Tax Loss Provision.

Location: Dubai, SHJ

06 Value Added Tax

Program Code	Course Type	Computer Lab
1121	CLASSROOM	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This program introduces the key highlights of UAE Value Added Tax. The participants can understand the salient features of the law and clarify their doubts through this program.

Learning Outcomes

- Understand how VAT works.
- Analyze key highlights of UAE VAT regulations.
- Understand the impact on banking and financial sectors.

Location: Dubai, SHJ, AD

07 ACCA Diploma in International Financial Reporting

New Course

Program Code	Course Type	Computer Lab
2156	VILT	NO

Specialization | 15 Days | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

This certification provides knowledge and understanding of International Financial Reporting Standards.

Learning Outcomes

- IASB Conceptual Framework for Financial Reporting.
- Relevant financial reporting standards.
- Disclosure requirements for companies.
- Group Cash Flow Statements.

Location: VILT

08 ACCA UAE Tax and Regulation Certificate

New Course

Program Code	Course Type	Computer Lab
2157	VILT	NO

Specialization | 4 Days | Entry Level, Senior Individual Contributor, Team Leader/Manager

Overview & Purpose

UAE Tax and Regulation Certificate offers an introduction to UAE legislation related to the practice of the accounting and auditing profession. This includes the rules of conduct and ethics of the profession, the corporate system, the tax system, and civil and criminal liability related to the practice of the profession.

Learning Outcomes

- Understand the business environment and regulations of the UAE.
- Understand existing legislation related to indirect tax, VAT, direct tax and the administration of taxes.
- Know how to apply UAE anti-avoidance and anti-corruption legislation.

Location: VILT

FINANCE & ACCOUNTING

09 IFRS - 15 Revenue from Contracts

Program Code	Course Type	Computer Lab
1233	VILT	NO

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Overview & Purpose

The revenue recognition rules changed dramatically with introduction of the new standard IFRS 15. Hence credit analysts need to be aware of how these new rules are applied.

Learning Outcomes

- Current accounting rules for recognizing revenues.
- Scope of the new revenue recognition standard IFRS 15.
- Identify the five steps for revenue recognition.
- Enhanced disclosures.

Location: VILT

10 IFRS - 9 for Credit Professionals

Program Code	Course Type	Computer Lab
1227	CLASSROOM	NO

Specialization | 2 Days | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Overview & Purpose

The objective of the course is to familiarize participants with the important provisions of IFRS 9.

Learning Outcomes

- The need for a new standard.
- IFRS-9 impact on the banks.
- Significant provisions in IFRS-9.
- Impairment as per IFRS-9.

Location: Dubai, SHJ, AD

11 IFRS 16 Leases

Program Code	Course Type	Computer Lab
1244	VILT	NO

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Overview & Purpose

The objective of the course is to familiarize participants with the important provisions of IFRS 16.

Learning Outcomes

- Identifying a Lease.
- Lessee Accouning.
- Lessor Accounting.
- Sale and Lease back transactions.

Location: VILT

12 IFRS Masterclass

Program Code	Course Type	Computer Lab
1223	CLASSROOM	NO

Masterclass | 2 Days | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Overview & Purpose

The objective of this program is to introduce the key standards under IFRS and International Accounting Standards to the Banking professionals. The course will focus on the IFRS guidelines regarding presentation of financial statements, specialized areas like construction contracts, consolidated Financials etc which is critical for a Banker.

Learning Outcomes

- Overview of ifrs and the international accounting standards.
- IAS -2- treatment of inventory.
- Overview on IFRS -10 : consolidated financial statements.
- IAS -1- presentation of financial statements - structure, classification of balance sheet, comprehensive income.
- IAS -7- : statement of cash flows.
- Other relevant standards.

Location: Dubai, SHJ, AD

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FINTECH, DIGITAL & IT

Pathway

Artificial Intelligence | Blockchain | Cybersecurity
Data Analytics | Fintech | IT Infrastructure & Network

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Programs of Artificial Intelligence

Artificial Intelligence
Levels / Programs

Level		Duration / Days
Foundation		
	• Foundations of Artificial Intelligence and Machine Learning	2
Intermediate		
New	• AI Ethics and Responsible AI	2
Specialization		
New	1. AI Frameworks and Tools	2
New	2. Applications of Artificial Intelligence (AI) and Machine Learning (ML) in Business	2
New	3. Generative AI in Finance	2
Professional Qualification		
	1. AI for Finance (EC-Council)	3
	2. The AI Stock Trading System Course (EC-Council)	2
EIF Tech Week		
Leadership		
	• Artificial Intelligence & Machine learning insights for leaders	1

EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN ARTIFICIAL INTELLIGENCE (EICAI)

Related Roles : Financial Analysts, Data Analysts, Banking Professionals, Investment Analysts, Risk Managers, Financial Planners and Advisors, Regulatory and Compliance Officers, Ethics and Governance Experts, AI Enthusiasts.

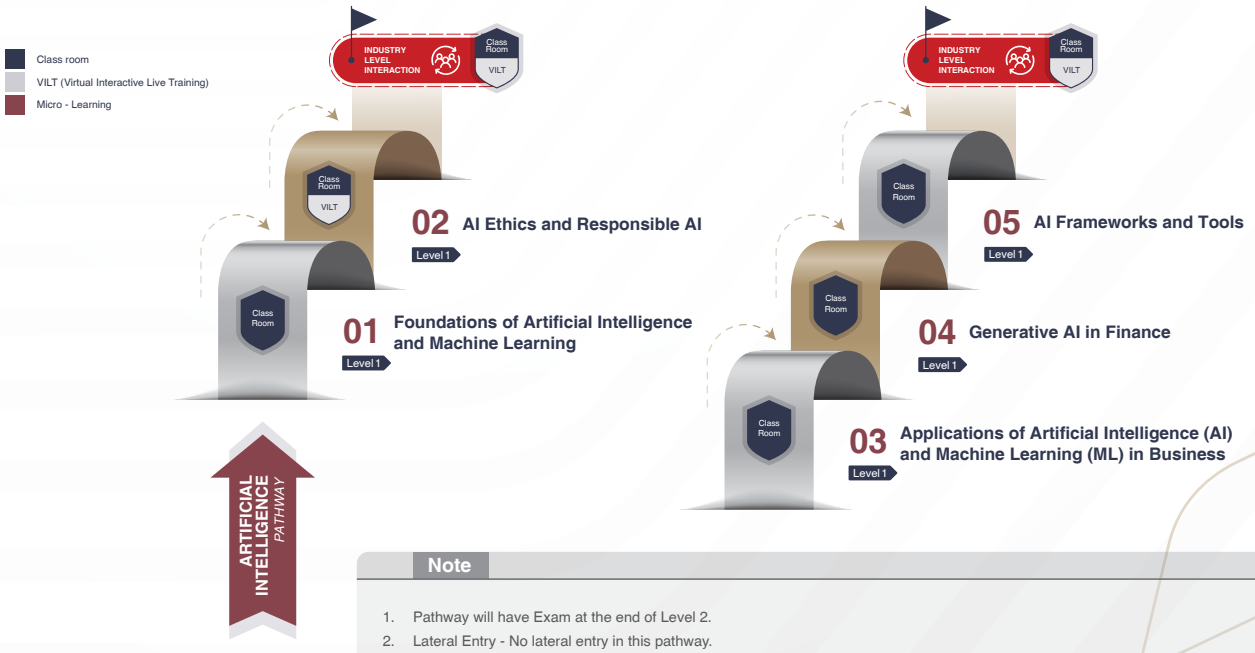
Upon successful completion of the AI Learning Pathway, the learners should be able to:

- Develop a strong grasp of fundamental AI and ML principles, setting the stage for advanced exploration and application.
- Attain a solid understanding of ethical considerations in AI, enabling responsible and mindful AI development and deployment.
- Acquire specialized knowledge in the application of generative AI within the finance sector, offering insights and solutions unique to financial institutions.
- Learn to apply AI and ML in practical financial scenarios, utilizing data-driven insights to address complex financial challenges and make informed decisions.
- Gain proficiency in working with AI frameworks and tools, including industry-standard ones like TensorFlow and PyTorch, empowering effective AI model development and deployment.

SKILLS & KNOWLEDGE AREAS

Some of these skills and knowledge areas include:

- * Fundamental knowledge on AI and ML concepts, algorithms, and basic principles.
- * Focus on ethical considerations, responsible AI practices, and the societal impact of AI technologies.
- * Exploring the applications of generative AI specifically tailored for finance, including algorithmic trading and risk assessment.
- * Exploring diverse applications of AI and ML in business contexts, such as customer analytics, decision-making, and predictive modeling.
- * Introducing various AI frameworks, tools, and platforms used in practical AI implementation, allowing participants to familiarize themselves with industry-standard technologies.



Note

1. Pathway will have Exam at the end of Level 2.
2. Lateral Entry - No lateral entry in this pathway.
3. All candidates are required to mandatorily attend ALL the Industry interactions for the successful awarding of the certification.
4. Upon sucessful completion, the participants will be awarded with EIF - EC Council International Certificate in Artificial Intelligence Pathway.

ARTIFICIAL INTELLIGENCE

01 Foundations of Artificial Intelligence and Machine Learning

Insurance Code	Program Code	Course Type	Lab
4408	1816	CLASSROOM	YES

Foundation | 2 Days | Open to All

Purpose

This program focuses on the applications of emerging areas of AI and Machine Learning. The participants would explore how AI, Robotics and Machine Learning could be used in various business domains in banking and financial sector.Intro to NLP, Text representation, semantic embeddings, language modelling, Recurrent Neural Networks, Generative Recurrent Networks, Transformers and BERT, Named Entity Recognition, text generation and GPT.

Pre-requisite : Basic proficiency in working and software tools is desirable.

Learning Outcomes

After the completion of this course, the learners would 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 Banking and Insurance.
- Learn about new products and services that can be offered using Artificial Intelligence and Machine Learning.

Location: Dubai, SHJ, AD, VILT

02 AI Ethics and Responsible AI

New Course

Program Code	Course Type	Lab
1846	CLASS / VILT	YES

Intermediate | 2 Days | Open to All

Purpose

Ethical Frameworks, bias in AI algorithms, its impact on decision-making, and strategies to mitigate bias for fair lending, credit scoring, and other financial services, transparency and interpretability, privacy and data protection, algorithmic accountability, explainable AI, promoting Responsible AI culture.

Learning Outcomes

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

- Understand ethical frameworks for AI.
- Identify and mitigate bias in AI algorithms, particularly in financial services.
- Analyze the impact of bias on decision-making.
- Promote transparency, interpretability, and privacy in AI.
- Implement algorithmic accountability and explainable AI.
- Foster a culture of Responsible AI within organizations.

Location: Dubai, VILT, AD

03 Generative AI in Finance

New Course

Program Code	Course Type	Lab
1847	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Understadning Generative AI models, Types of Generative AI models and Generative AI Applications.

Learning Outcomes

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

- Generative AI Models
- Types of Generative AI Models & Applications
- Introduction to Open AI
- Open AI's APIs & Accessibility

Location: Dubai, SHJ, AD

04 AI Frameworks and Tools

New Course

Program Code	Course Type	Lab
1849	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head
Prerquisite: Candidates must have some Python Coding Skills

Purpose

This course provides a comprehensive exploration of key frameworks and tools used in the field of Artificial Intelligence (AI). Participants will gain hands-on experience with industry-standard AI frameworks, libraries, and software tools. Topics covered include deep learning frameworks, machine learning libraries, data preprocessing tools, and deployment platforms. By the end of this course, participants will have the skills to effectively build, train, and deploy AI models using the latest tools and techniques, making them well-prepared for AI-related roles in various industries.

Learning Outcomes

Upon finishing this course, participants will have the capability to:

- Comprehend AI frameworks such as TensorFlow and PyTorch.
- Demonstrate proficiency in utilizing AI tools for model development.
- Effectively optimize and deploy AI models.
- Manage data preparation and experimentation.
- Acquire knowledge of advanced AI concepts.

Location: Dubai, SHJ, AD

ARTIFICIAL INTELLIGENCE

05 Applications of Artificial Intelligence (AI) and Machine Learning (ML) in Business

New Course

Program Code	Course Type	Lab
1848	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

This course provides a comprehensive exploration of how Artificial Intelligence (AI) and Machine Learning (ML) are revolutionizing the financial industry. Covering cutting-edge techniques and practical applications, it equips students with the knowledge and skills to navigate the dynamic landscape of AI and ML in finance. Using AI and ML algorithms for credit scoring, fraud detection, and risk assessment.

Learning Outcomes

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

- Understand AI and ML in finance.
- Analyze financial data and make data-driven decisions.
- Apply AI/ML in risk assessment, algorithmic trading, and credit scoring.
- Use AI for fraud detection, customer service, and portfolio management.

Location: Dubai, SHJ, AD

06 The AI Stock Trading System Course (EC-Council)

Program Code	Course Type	Lab
2197	CLASSROOM	YES

Professional Qualification | 2 Days | Finance professionals, fintech professionals, and related professionals interested in integrating AI into their organization's financial applications and needs
Prerquisite: No Prerquisites

Purpose

This course brings together AI and the art of investing in the stock market together. During this course, you will learn how technology can be used as a tool to improvise and strategize investment in the stock market. You will learn various tools that can be used and will help in making your portfolio a promising one

Learning Outcomes

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

- Implement various machine learning models to predict and analyze stock market trends.
- Design, test, and optimize algorithmic trading strategies, including momentum-based and pairs trading.
- Effectively manage risk and optimize portfolios for trading scenarios.
- Develop adaptable trading systems using reinforcement learning algorithms.
- Extract valuable insights from market sentiment through NLP techniques applied to news and social media data.

Location: TBD

07 AI for Finance (EC-Council)

Program Code	Course Type	Lab
2195	CLASS / VILT	YES

Professional Qualification | 3 Days | Finance professionals, fintech professionals, and related professionals interested in integrating AI into their organization's financial applications and needs.
Prerquisite: Candidates must have Python Coding Skills

Purpose

This course offers a comprehensive introduction to AI's role in finance. Topics include key AI terminology, Python with Quandl, NumPy, SciPy, and artificial neural networks. We explore linearity and non-linearity in finance, time value of money (TVM), NPV, IRR, and payback rule. Dive into PV Calculation of Annuity, Numerical Methods for Pricing Options, Time Series Data, ARIMA models, and more. Discover volatility derivatives, VIX index, and machine learning in bitcoin trading. Reinforcement learning and industrial applications are covered, providing a strong foundation in AI, finance, and derivatives.

Learning Outcomes

After the completion of the course the participants will be able to:

- Grasp essential AI principles relevant to finance.
- Apply AI techniques to solve financial problems and optimize decisions.
- Master handling financial data for AI modeling and analysis.
- Understand ethical and regulatory aspects of AI in finance.
- Gain hands-on experience through real-world projects.

Location: TBD

08 Artificial Intelligence & Machine Learning Insights for Leaders

Program Code	Course Type	Lab
1666	CLASS / VILT	-

Leadership | 1 Day | Department Head / CXO

Purpose

This course aims at 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 Outcomes

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

- Introduction to artificial intelligence and machine learning.
- How AI is transforming industries.
- Use cases of AI & ML in various business and support functions in the bank.
- How to leverage the power of AI in product development.

Location: Dubai, VILT

Programs of Blockchain

Blockchain
Levels / Programs

Level	Foundation	Duration / Days
	1. Blockchain Fundamentals	1
	2. Cryptocurrency Fundamentals	1

Level	Specialization	Duration / Days
New	1. Decentralized Finance (DeFi) : The Future of Finance	1
New	2. Digital Assets and Tokenomics	1
New	3. Smart contract in Financial Services	1

Level	Professional Qualification	Duration / Days
	1. Blockchain Developer Certification (EC-Council) (5 months)	5 Months
	2. Blockchain Fundamentals for Creating Cryptocurrency using Python (EC-Council)	
	3. Cybersecurity for Blockchain from Ground Up (EC-Council)	

EIF Tech Week

Leadership	Duration / Days
• Blockchain for Leaders	1

SKILLS & KNOWLEDGE AREAS

Some of these skills and knowledge areas include:

- Understanding the foundational concepts of blockchain technology.
- Understanding different cryptocurrencies, including Bitcoin and altcoins.
- Understanding the role of smart contracts in financial transactions.
- Understanding digital assets and tokenization of assets.
- Token economy and the impact on traditional finance.
- Knowledge of DeFi protocols, platforms, and applications.
- Understanding decentralized lending, borrowing, and trading.

BLOCKCHAIN

01 Blockchain Fundamentals

Insurance Code	Program Code	Course Type	Lab
4407	1815	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

This 1-day CPD program focuses on use cases of Blockchain in Banking and Financial services industry. Learners would understand the basics of Blockchain technology and explore various areas where it could be used.This introductory course covers the basics of blockchain technology, including how it works, its key components, and its applications.

Learning Outcomes

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

- 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
- Diffrentiate between types of Blockchain Technology.
- Define and explain basic properties of a Smart Contract.
- Use blockchain cases in the banking and financial sectors.

Location: Dubai, SHJ, AD, VILT

02 Cryptocurrency Fundamentals

Program Code	Course Type	Lab
1837	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

An essential course that introduces you to cryptocurrencies like Bitcoin and Ethereum, explaining their significance in the blockchain ecosystem.

Learning Outcomes

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

- Understand blockchain technology, the underlying infrastructure of the crypto ecosystem.
- Recognize the characteristics of different types of digital assets, including cryptocurrencies, tokens, stablecoins, non-fungible tokens (NFTs), and central bank digital currencies (CBDCs).
- Comprehend global trends, regulatory updates, and recent industry developments.
- How cryptocurrencies function citing few major cryptocurrency.

Location: Dubai, SHJ, AD, VILT

03 Decentralized Finance (DeFi) : The Future of Finance

New Course

Program Code	Course Type	Lab
1857	CLASS / VILT	-

Specialization | 1 Day | Open to All

Purpose

This course provides a comprehensive introduction to the emerging field of Decentralized Finance (DeFi). DeFi represents a revolutionary shift in the financial industry, leveraging blockchain technology to create open, permissionless, and decentralized financial systems. Participants will gain a solid understanding of the core principles, technologies, and applications within the DeFi ecosystem.

Learning Outcomes

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

- Understand core DeFi concepts.
- Explore the DeFi ecosystem.
- Assess and manage DeFi risks.
- Examine real-world DeFi use cases.
- Understand tokenomics and governance.
- Gain insights into DeFi investment strategies.

Location: Dubai, SHJ, VILT

BLOCKCHAIN

04 Digital Assets and Tokenomics

New Course

Program Code	Course Type	Lab
1815	CLASS / VILT	-

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

This course delves into the tokenization of assets, including real estate, securities, and commodities, using blockchain technology. It covers legal and regulatory aspects, asset-backed tokens, and the role of decentralized finance (DeFi) in tokenization.

Learning Outcomes

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

- Understand digital assets and tokenization.
- Explore blockchain technology and its role.
- Learn legal and regulatory considerations.
- Study token standards and smart contracts.
- Examine real-world use cases and industries.
- Understand security, custody, and trading.

Location: Dubai, SHJ, VILT

05 Smart contract in Financial Services

New Course

Program Code	Course Type	Lab
1815	CLASSROOM	YES

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

This course focuses on the specific applications of blockchain in the banking and financial sector. It covers topics such as smart contracts, permissioned blockchains, and use cases like cross-border payments and trade finance.

Learning Outcomes

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

- Understand what smart contracts are and how they function.
- Grasp the legal and regulatory implications in financial services.
- Explore smart contract security and auditing expertise.
- Explore use cases and practical applications.
- Discover how smart contracts enhance efficiency and reduce costs.
- Understand integrating smart contracts with existing systems.

Location: Dubai, SHJ, AD

06 Blockchain Developer Certification (EC-Council)

New Course

Program Code	Course Type	Lab
2165	CLASS / VILT	YES

Professional Qualification | 5 Months | Prerequisite: • General awareness of businessnagement processes • Basic knowledge of computers

Purpose

The course aims to provide developers with a comprehensive understanding of blockchain technology, including its impact and applications in business and finance.

Learning Outcomes

- Students will learn about cryptography, cryptomining, quantum computing, blockchain project implementation, Ethereum, and more.

Location: Dubai, SHJ, AD

07 Blockchain Fundamentals for Creating Cryptocurrency using Python (EC-Council)

Program Code	Course Type	Lab
2193	CLASSROOM	YES

Professional Qualification | - | Candidates must have: Basic understanding of Python, JavaScript, CSS and HTML

Purpose

This course will begin with a basic introduction to blockchain fundamentals.

Learning Outcomes

- Moving ahead, you will get familiarized with mining and how it works. Further, you will learn how to build a blockchain. In the process of building a blockchain, you will learn to create a block and the UI to generate the Wallet. You will also learn to build the UI that allows users to make transactions. Furthermore, you will explore how to generate the signature, implement the mining functionality, implement the hash method, implement the proof-of-work. You will also learn how to resolve the conflicts between nodes and configure the network nodes. Finally, you will explore end-to-end testing.

Location: Dubai, SHJ, AD

BLOCKCHAIN

08 Cybersecurity for Blockchain from Ground Up (EC-Council)

Program Code	Course Type	Lab
2194	CLASSROOM	YES

Professional Qualification | - | Candidates must have: Basic IT and blockchain knowledge

Purpose

This course introduces the blockchain cyberthreat landscape and common attacks such as malware, phishing, insider threats, and DDoS.

Learning Outcomes

- Moving on, you will learn the workings of Blockchain technology, Ethereum, and Hyperledger architecture and how they fit into the cybersecurity ecosystem. We will also learn about data encryption, PKI infrastructure and digital signatures, secure internet protocols, how to create a secure production environment, the ability to make tradeoff decisions regarding blockchain scalability, costs, decentralization, and security.

Location: Dubai, SHJ, AD

09 Blockchain for Leaders

Insurance Code	Program Code	Course Type	Lab
4418	1667	CLASS / VILT	-

Leadership | 1 Day | Department Head / CXO

Purpose

Blockchain is fast emerging as a technology which can create disruptive changes in many business and operational aspects of the Banking business. In this context, it is imperative that the business leaders understand and appreciate and explore the use cases of blockchain technology.

Learning Outcomes

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

- Basics of blockchain technology and distributed ledger system.
- Discuss use cases of blockchain in banking and financial industry.
- Explore applicability of blockchain in various areas of
- business and how to participate in various blockchain projects.

Location: Dubai, VILT

Programs of Cybersecurity

Cybersecurity
Levels / Programs

Level Foundation	Duration / Days
• Cybersecurity Essentials For All	1

Level Intermediate	Duration / Days
1. Cloud Security & Network basics - Simulation	2
2. Data Ethics Governance & Security Essentials	1

Level Specialization	Duration / Days
1. Application Security	2
2. Infrastructure Security - Simulation	2
3. Introduction to Ethical Hacking and Penetration Testing - Simulation	2
4. Security Incident Management - Simulation	2
5. Third Party Security Asessment	1

Level Professional Qualification
1. CISSP
2. CEH
3. Certified Cybersecurity Technician (CCT)

EIF Tech Week

Leadership	Duration / Days
• Cybersecurity essentials for leaders	1

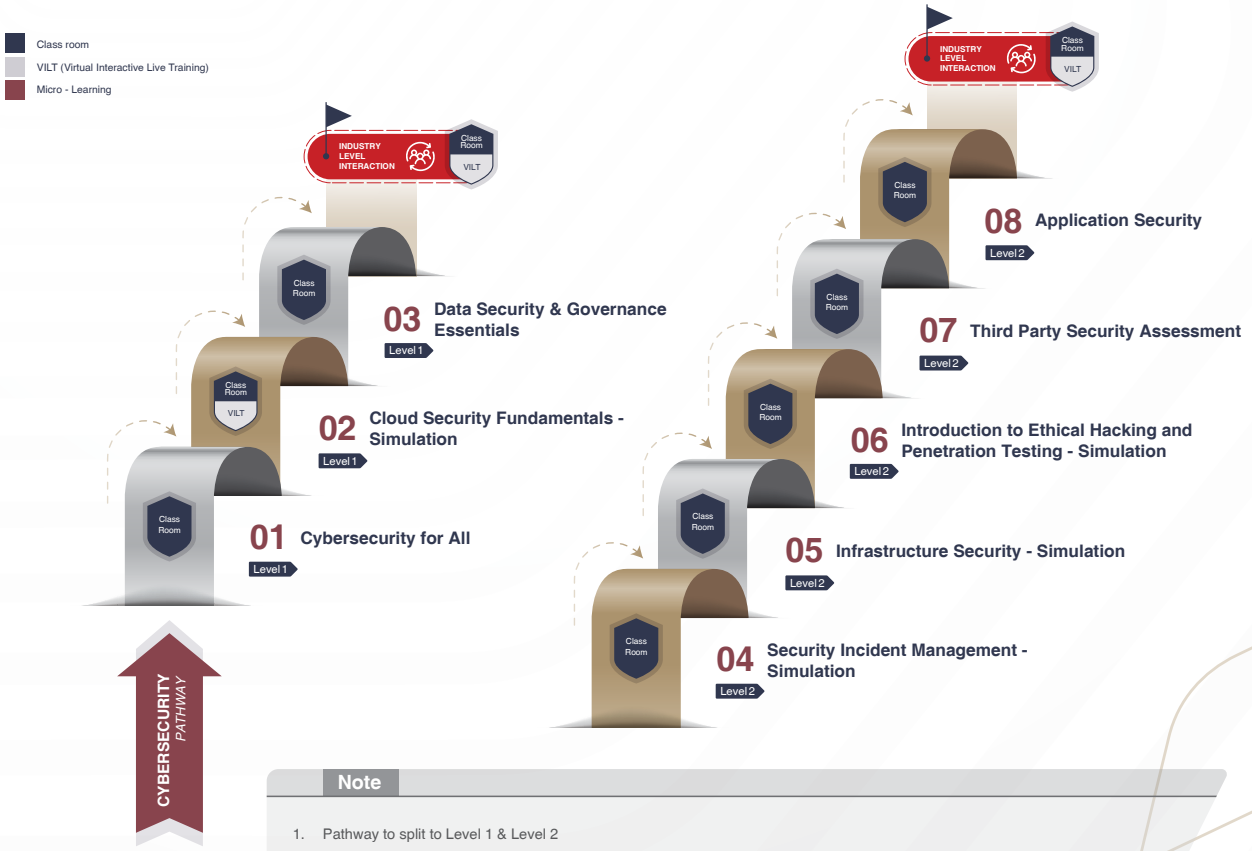
EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN CYBERSECURITY (EIC)

Related Roles : IT and Security Professionals,Compliance Officers,Risk Management Teams,Auditors,Security Operations Center (SOC) Analysts, Application Developers,Ethical Hackers and Penetration Testers,Third-Party Vendor Managers,Managers and Executives, Regulatory and Compliance Professionals, Employees with Access to Sensitive Data.

Upon successful completion of the Cybersecurity Learning Pathway, the learners should be able to:

- Gain a deep understanding of cybersecurity principles, strategies, and best practices.
- Acquire the knowledge and practical skills necessary to secure cloud environments effectively through hands-on simulations.
- Develop essential competencies in data security and governance, enabling responsible and compliant data management.
- Master the techniques for identifying, mitigating, and responding to security incidents.
- Gain hands-on experience in securing infrastructure components and networks, ensuring a robust defense against cyber threats in Infrastructure Security.
  Understand the fundamentals of ethical hacking and penetration testing, equipping learners with insights into offensive and defensive cybersecurity strategies.
- Learn how to assess and manage security risks associated with third-party vendors and partnerships to enhance the overall security posture.
- Develop expertise in securing applications, understanding vulnerabilities, and implementing safeguards to protect against cyber threats.



Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Experienced candidates (> 2 Years) can directly enter Level 2 after passing the Exam of Level 1
4. Upon sucessful completion, the participant swith will be awarded with EIF EC COUNCIL INTERNATIONAL CERTIFICATE IN CYBERSECURITY

SKILLS & KNOWLEDGE AREAS

Some of these skills and knowledge areas include:

- Understanding of common cybersecurity threats in the workplace.Best practices for protecting personal and organizational data.
- Knowledge of cloud security principles and challenges. Compliance with cloud security standards.
- The ability to develop and implement an incident response plan. Understanding of access control mechanisms and strategies. Mitigation of security incidents and minimizing potential damage.
- Knowledge of network security protocols and technologies.Configuration and management of firewalls for network protection. Identification and response to network threats and vulnerabilities
- Encryption techniques and methodologies. How to secure data during transmission over networks. Compliance with data protection regulations and standards.
- Understanding of ethical hacking and penetration testing & proactive threat hunting principles. Hands-on experience with simulated hacking scenarios .
- Skills related to evaluating the security of third-party vendors and assessing their risks.
- Knowledge and techniques for securing software applications, including secure coding practices.

CYBERSECURITY

01 Cybersecurity Essentials For All

Insurance Code	Program Code	Course Type	Lab
4410	1818	CLASS / VILT	-

Foundation | 1 Day | Open to All

Purpose

With the major digital transformation of Banking, cyber security risks have risen like never before. In this context, the senior management in the Banks 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 this course, the learners would be able to :

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

Location: Dubai, SHJ, AD, VILT

02 Cloud Security & Network basics - Simulation

Insurance Code	Program Code	Course Type	Lab
4748	1861	CLASSROOM	YES

Intermediate | 2 Days | Entry Level, Senior individual contributer, Team Leader/Manager, Unit head/Division Head

Purpose

Understand the significance of cloud security in the context of modern IT ecosystems. Learn how cloud security differs from traditional on-premises security.Explore the security implications of various cloud service models (IaaS, PaaS, SaaS) and deployment models (public, private, hybrid). Understand how security responsibilities are shared between cloud providers and users.Identify common security challenges associated with cloud adoption, including data breaches, compliance issues, data loss, and unauthorized access. Gain an overview of networking basics, including the OSI model, TCP/IP protocol suite, network topologies, and the role of networking in modern computing environments.

Learning Outcomes

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

- Understand cloud computing fundamentals and network basics.
- Identify and address cloud security risks.
- Implement security measures and manage secure cloud networks.
- Explore comprehensive cloud security strategies.
- Monitor, respond to, and communicate about security incidents effectively.
- Adhere to ethical and legal considerations in cloud security.

Location: TBD

03 Data Ethics Governance & Security Essentials

Insurance Code	Program Code	Course Type	Lab
4746	1854	CLASS / VILT	-

Intermediate | 1 Day | Open to All

Purpose

This course is designed to provide participants with a comprehensive understanding of data security and governance principles, practices, and strategies in today's data-driven world. It covers the fundamental concepts and best practices for safeguarding data, ensuring compliance with data protection regulations, and optimizing data management for business value.

Learning Outcomes

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

- Understand data security fundamentals.
- Classify and protect data with privacy measures.
- Implement access control and authentication.
- Apply data encryption techniques.
- Grasp data governance principles.
- Familiarize with data security technologies.
- Develop skills for data breach prevention and response.
- Manage data throughout its lifecycle.

Location: Dubai, AD, VILT

CYBERSECURITY

04 Application Security

Insurance Code	Program Code	Course Type	Lab
4752	1872	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

This course provides a comprehensive understanding of securing applications in the ever-evolving cybersecurity landscape. Key topics include threat assessment, secure coding practices, vulnerability identification, and remediation. participantswill gain practical skills to protect software and mitigate risks, making them proficient in application security in various contexts.

Learning Outcomes

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

- Gain insights in identifying and mitigating security vulnerabilities in banking applications.
- Implement best practices for secure coding to strengthen application security.
- Analyze and respond to emerging threats and risks to banking applications.
- Develop the skills to respond to security incidents and breaches in applications effectively.
- Conduct rigorous security audits and assessments for banking applications.
- Assess and mitigate risks associated with application security to protect financial data.

Location: Dubai, AD, VILT

05 Infrastructure Security - Simulation

Insurance Code	Program Code	Course Type	Lab
4748	1870	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

The course is designed to equip participants with the knowledge and skills necessary to protect critical IT infrastructure components. In today's interconnected world, the security of servers, networks, and data centers is of paramount importance. This course provides a comprehensive understanding of the principles and best practices for ensuring the confidentiality, integrity, and availability of an organization's infrastructure.

Learning Outcomes

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

- Identify and mitigate infrastructure vulnerabilities.
- Understand strategies for implementing robust access controls to safeguard infrastructure.
- Understand how to secure network communication through encryption and firewalls.
- Developing and executing effective plans for infrastructure incident response and recovery.
- Grasp regulatory compliance and best practices in infrastructure security.

Location: Dubai, SHJ, AD, VILT

06 Introduction to Ethical Hacking and Penetration Testing - Simulation

Insurance Code	Program Code	Course Type	Lab
4749	1871	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

This course provides a foundational understanding of the principles and techniques used in ethical hacking and penetration testing. This course is designed for individuals interested in cybersecurity and aims to equip them with the knowledge and skills required to identify and mitigate security vulnerabilities in computer systems, networks, and applications.

Learning Outcomes

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

- Understand ethical hacking and penetration testing principles.
- Learn techniques and tools for vulnerability identification.
- Comprehend legal and ethical considerations in ethical hacking.
- Improve network and system security practices.
- Develop skills for responding to security incidents.
- Apply knowledge to enhance system and network security.

Location: Dubai, SHJ, AD, VILT

07 Security Incident Management - Simulation

Insurance Code	Program Code	Course Type	Lab
4747	1869	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Security Incident Management is a crucial component of modern cybersecurity practices. This course provides an in-depth exploration of the principles, strategies, and best practices for managing security incidents effectively.

Participants will gain the knowledge and skills necessary to detect, respond to, and recover from security incidents in an organized and efficient manner. ever-evolving threat landscape.

Learning Outcomes

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

- Identify and categorize security incidents effectively.
- Use tools and techniques for timely incident detection.
- Develop comprehensive incident response plans.
- Collect and analyze digital evidence for investigations.
- Explore strategies to limit incident impact.
- Restore systems and conduct post-incident evaluations.
- Participate in hands-on incident simulations and drills.

Location: Dubai, SHJ, AD, VILT

CYBERSECURITY

08 Third Party Security Assessment

Insurance Code	Program Code	Course Type	Lab
4750	1873	CLASSROOM	YES

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

This course provides a comprehensive understanding of conducting third-party security assessments in the realm of cybersecurity.

Participants will learn the methodologies, tools, and best practices for evaluating the security posture of external vendors, suppliers, and service providers. Key topics include risk assessment, compliance, audit techniques, and the critical role of third-party security in safeguarding organizations against cyber threats.

Learning Outcomes

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

- Evaluate and manage third-party cybersecurity risks.
- Learn how to assess third-party security effectively.
- Gain knowledge of regulatory compliance in third-party security.
- Conduct assessments using robust methodologies.
- respond to security incidents involving vendors.
- Apply industry best practices in third-party security.

Location: Dubai, AD, VILT

09 CEH

Program Code	Course Type	Lab
2176	CLASSROOM	YES

Professional Qualification | - | Security Professionals, Network Administrators, System Administrators, IT Managers, Risk Managers, Compliance Officers, Ethical Hackers, Cybersecurity Teams

Purpose

CEH is the leading ethical hacking training and certification program in cybersecurity. Students audit a system for weaknesses and vulnerabilities using the same tools and exploits as malicious hackers, but under proper legal circumstances and in the best interest of assessing the security posture of a target system and organization. It teaches how hackers think and act maliciously so you can learn to better position your organization's security infrastructure and defend against future attacks.

Learning Outcomes

- Thorough introduction to ethical hacking.
- Exposure to threat vectors and countermeasures.
- Addresses emerging areas of IoT, cloud and mobile hacking.
- Prepares you to combat Trojans, malware, backdoors, and more.
- Enables you to hack using mobile.

Location: TBD

10 Certified Cybersecurity Technician (CCT)

Program Code	Course Type	Lab
2177	CLASSROOM	YES

Professional Qualification | - | IT Support Staff, Network Administrators, Security Analysts, System Administrators, Compliance Officers, Risk Managers, Auditors, Banking Executives

Purpose

The "Certified Cybersecurity Technician (CCT) for Banking" program is designed to equip individuals with the essential knowledge and skills required to maintain and enhance the cybersecurity of financial institutions. This intensive training provides a comprehensive understanding of security technologies, risk assessment, incident response, and regulatory compliance specific to the banking sector.

Learning Outcomes

After the completion of this course, the learners would be :

- Develop a strong foundation in cybersecurity principles tailored to the banking industry.Gain proficiency in deploying and managing security technologies, including firewalls, IDS/IPS, and encryption.Learn to identify and mitigate security risks that banks face, with a focus on protecting customer data and financial assets.Develop the skills to respond effectively to security incidents, minimizing operational disruptions and financial loss.Understand and adhere to banking industry regulations and compliance requirements related to cybersecurity.Master techniques for securing banking networks, including intrusion detection and prevention, and secure access control.Ensure the security of financial applications and online banking platforms.

Location: TBD

11 CISSP

Program Code	Course Type	Lab
2175	CLASS / VILT	-

Professional Qualification | - | IT Security Managers, Information Security Analysts, Risk Management Professionals, Compliance Officers, Network Security Administrators, Security Architects, Auditors, Cryptographers, Chief Information Security Officers (CISOs)

Purpose

The CISSP training program tailored for the banking sector provides comprehensive knowledge and skills to prepare professionals for the globally recognized CISSP certification. This training equips participants with the expertise needed to secure critical information systems and data, aligning with the unique security requirements and challenges in banking.

Learning Outcomes

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

- Acquire in-depth knowledge and expertise in information security.
- Understand governance frameworks, risk management, and regulatory compliance crucial for effective security leadership.
- Master the techniques for safeguarding critical banking assets, including customer data and financial information.
- Learn to implement secure communication and network protocols vital for banking operations.
- Develop proficiency in identity and access management to ensure authorized access to banking systems, enhancing data protection and security.

Location: TBD

CYBERSECURITY

12 Cybersecurity essentials for leaders

Program Code	Course Type	Lab
1838	CLASS / VILT	-

Leadership | 1 Day | Leadership / CXO

Purpose

With the major digital transformation of Banking, cyber security risks have risen like never before. In this context, the senior management in the Banks 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 this course, the learners would be able to understand:

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

Location: Dubai, VILT

Programs of Data Analytics

Data Analytics
Levels / Programs

Level	Foundation	Duration / Days
1.	Advance Chart Options in Excel	e-learning
2.	Beginner's Guide in using Excel	e-learning
3.	Beginner's Guide on Statistics for Bankers	e-learning
4.	Data Consolidation & Analysis Using Excel	2
5.	Data Driver Decision Making	e-learning
6.	Date Cleaning and Organizing using Excel	e-learning
7.	Excel Primer	e-learning
8.	Presenting Data Effectively using Pivot Table and Charts	e-learning

Level	Intermediate	Duration / Days
1.	Beginners Guide on Power BI for Visualization	e-learning
2.	Dashboard Creation using Excel	1
New 3.	Data Ethics Governance & Security Essentials	1
4.	Data Storytelling and Decision Making for managers	1
5.	Data Visualization using Power BI	2
6.	Effective Data Presentation using Charts	e-learning
New 7.	Fundamentals of Big Data Analytics	2
New 8.	Fundamentals of Cloud Analytics	2
9.	Predictive Analytics Measurements in Excel	e-learning
10.	Statistical Analysis using Excel	1
New 11.	Statistics for Data Analytics	2
12.	Using Pandas in Python	e-learning

Level	Specialization	Duration / Days
1.	Analytics using R	2
2.	Basics of Python	e-learning
3.	Creating Advance Charts using Python part I	e-learning
	Creating Advance Charts using Python part II	e-learning
4.	Dashboard using Tableau Public	e-learning
5.	Financial Modeling using Excel	2
6.	Introduction to Fraud Analytics	1
7.	Introduction to Sales Analytics	1
8.	SQL Primer for Data Analysis	2
9.	Using Numpy in Python	e-learning

Level	Master Class	Duration / Days
•	Analytics Using Python	2

Level	Professional Qualification	Duration / Days
1.	Associate Big Data Analyst (DASCA)	TBD
2.	Associate Big Data Engineer (DASCA)	TBD
3.	Senior Big Data Analyst (DASCA)	TBD

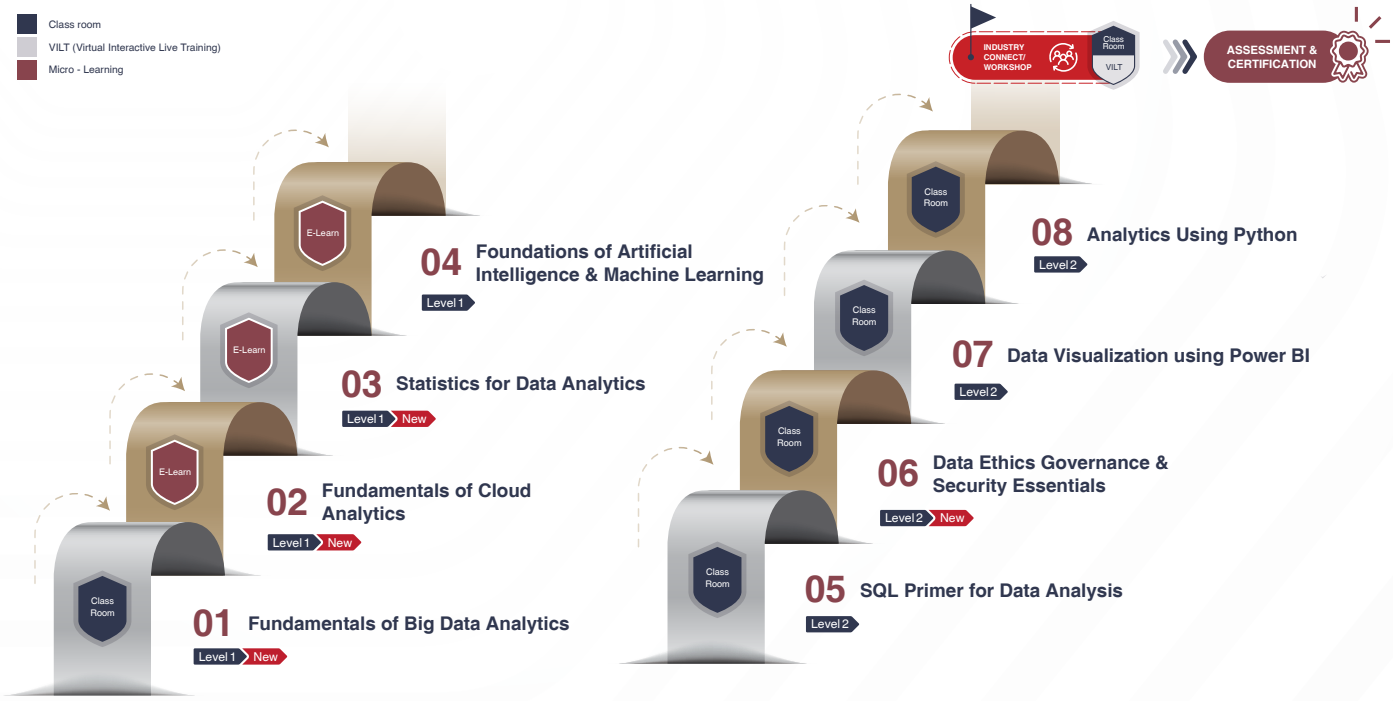
EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN DATA ANALYTICS

Related Roles : Entry Level, Senior individual contributor, Team leader/Manager, Unit head / Division Head.

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

- Working on Big Data tools and understanding the concepts of cloud, artifical intelligence and sourcing of data.
- Working to prepare Data Visualization in Power BI
- Using SQL Language for data queries and functions.
- Using various statistical tools for analysis and decision-making for data
- Working on Python programming tools to run a model and evaluate its performance.



DATA ANALYTICS *PATHWAY*

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Candidates can directly enter Level 2 after passing the Exam of Level 1
4. Upon successful completion, the participant will be awarded with EIF - CBI International Certificate in Data Analytics

DATA ANALYTICS

01 Advance Chart Options in Excel

Program Code	Course Type	Lab Requirement
6333	E-LEARNING	-

Foundation | - | Open to All

Purpose

Participants will understand the creation of advanced charts in excel for specific data patterns.

Learning Outcomes

- Participants will learn to create box plot and waterfall charts.

Location: Dubai, SHJ, AD

02 Beginner's Guide in using Excel

Program Code	Course Type	Lab Requirement
6095	E-LEARNING	-

Foundation | - | Open to All

Purpose

Participants will gain an overview of excel applications with an orientation to access the commands and features of an Excel workbook.

Learning Outcomes

- Participants will learn how to use excel features for calculations, filtering, sorting datasets.

Location: Dubai, SHJ, AD

03 Beginner's Guide on Statistics for Bankers

Program Code	Course Type	Lab Requirement
6330	E-LEARNING	-

Foundation | - | Open to All

Purpose

Participants will understand the common applications of statistics in the datasets.

Learning Outcomes

- Participants will see the application in data about variances, point estimates and to measure the middle range.

Location: Dubai, SHJ, AD

04 Data Consolidation & Analysis Using Excel

Insurance Code	Program Code	Course Type	Lab Requirement
4405	1812	CLASS / VILT	YES

Foundation | 2 Days | Open to All

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 Participants in areas like analysis and data structuring.

Prerequisite: Basic profiency in working with excel.

Learning Outcomes

- Participants will learn to apply Functions & Formulas, Power Query, Pivot Tables & Pivot Charts, Automating through Macros & Security with hands-on exercises.

Location: Dubai, SHJ, AD

DATA ANALYTICS

05 Data Driver Decision Making

Program Code	Course Type	Lab Requirement
6065	E-LEARNING	-

Foundation | - | Open to All

Purpose

Participants will understand how the data collected could be used to develop insights and utilizing them to develop strategies and decision making that benefit the business.

Learning Outcomes

- Participants will learn sugnificance of data driven decision making, data maturity, types of data and what is data science.

Location: Dubai, SHJ, AD

06 Data Cleaning and Organizing using Excel

Program Code	Course Type	Lab Requirement
6332	E-LEARNING	-

Foundation | - | Open to All

Purpose

Participants understand how datasets needs to be organized and cleaned before using the datasets to analyze and visualize.

Learning Outcomes

- Participants will learn to identify errors, removing duplicates and blank cells in the datasets.

Location: Online

07 Excel Primer

Program Code	Course Type	Lab Requirement
6216	-	-

Foundation | - | Open to All

Purpose

Participants will understand the commonly used functions in banking and finance.

Learning Outcomes

- Participants will learn to use basic formulas and functions, conditional formatting, Goal Seek, Vlookup.

Location: Dubai, SHJ, AD

08 Presenting Data Effectively Using Pivot Table & Charts

Program Code	Course Type	Lab Requirement
6009	-	-

Foundation | - | Open to All

Purpose

Participants will understand the importance of the Pivot table and Pivot charts in organizing and visualizing the datasets.

Learning Outcomes

- Participants will learn to apply functionality tools of Pivot Table and Pivot Charts for organizing, summarizing the datasets and creation of Charts.

Location: Dubai, SHJ, AD

DATA ANALYTICS

09 Beginners Guide on Power BI for Visualization

Program Code	Course Type	Lab Requirement
6329	E-LEARNING	-

Intermediate | - | Open to All

Purpose

Participants will understand the basic functionalities of using Power BI to create visualization for the datasets.

Learning Outcomes

- Participants will learn the organizing and cleaning of datasets in Power BI and understand the basics of Power BI applications.

Location: Dubai, SHJ, AD

10 Dashboard Creation using Excel

Insurance Code	Program Code	Course Type	Lab Requirement
4414	1827	CLASS / VILT	YES

Intermediate | 1 Day | Open to All

Purpose

Participants will be able to learn how the Dashboards tool is used to track KPIs, compare data points, and get data-backed views that can help management make decisions.

Prerequisite: Basic profiency in working with excel, charts & data.

Learning Outcomes

- Participants will learn to create a Sales KPI Dashboard and Interactive dashboard with charts.

Location: Dubai, SHJ, AD

11 Data Ethics Governance & Security Essentials

New Course

Insurance Code	Program Code	Course Type	Lab Requirement
4746	1854	CLASS / VILT	YES

Intermediate | 1 Day | Open to All

Purpose

This course is designed to provide participants with a comprehensive understanding of data security and governance principles, practices, and strategies in today's data-driven world. It covers the fundamental concepts and best practices for safeguarding data, ensuring compliance with data protection regulations, and optimizing data management for business value.

Learning Outcomes

- Participants will learn data security fundamentals, privacy measures, access controls and authentication, data governance principles, manage data lifecycle, familiarize data security technologies and develop skills for data breach prevention and response.

Location: Dubai, AD, VILT

12 Data Storytelling and Decision Making for Managers

Insurance Code	Program Code	Course Type	Lab Requirement
4743	1842	CLASS / VILT	YES

Intermediate | 1 Day | Open to All

Purpose

Participants will learn how well to communicate with data and skills in crafting compelling data driven narratives and interpretation of data

Learning Outcomes

- Participants will learn the usage of effective visualization, tools like power BI, Python and R for visualizations.

Location: Dubai, VILT

DATA ANALYTICS

13 Data Visualization Using Power BI

Insurance Code	Program Code	Course Type	Lab Requirement
4415	1839	-	YES

Intermediate | 2 Days | Entry Level, Senior individual contributer, Team leader/Manager, Unit head / Division Head

Purpose

Participants will understand how Power BI is a great resource for data visualization, sourcing data, and packages that can be used to solve different problems.

Learning Outcomes

- Participants will learn how to get data in power BI, clean and transform data, write DAX formulas, calculated tables and columns, building power BI Visuals and reports.

Location: Dubai, SHJ, AD

14 Effective Data Presentation Using Charts

Program Code	Course Type	Lab Requirement
6292	E-LEARNING	-

Intermediate | - | Open to All

Purpose

Participants will understand with the usage of specific charts to understand the pattern and trends in the dataset.

Learning Outcomes

- Participants will learn how to create pie charts, run charts, band charts and Pareto charts.

Location: Dubai, SHJ, AD

15 Fundamentals of Big Data Analytics

New Course

Insurance Code	Program Code	Course Type	Lab Requirement
4753	1852	-	YES

Intermediate | 2 Days | Entry Level, Senior individual contributer, Team leader/Manager Unit head/Division Head

Purpose

Participants will learn about data sourcing , Big Data landscapes and all the related terms and provide an explanation of the architectural components and programming models used for scalable big data analysis.

Learning Outcomes

- Participants will learn how data is sourced, and collected, big data scalability, and machine learning with big data using Hadoop and Python.

Location: Dubai, SHJ, AD

16 Fundamentals of Cloud Analytics

New Course

Insurance Code	Program Code	Course Type	Lab Requirement
4754	1853	-	YES

Intermediate | 2 Days | Entry Level, Senior individual contributer, Team leader/Manager Unit head/Division Head

Purpose

Participants will understand the process of storing and analyzing data in the cloud and using it to extract actionable business insights.

Prerequisite: Basic proficiency in working with data/spreadsheet is desirable.

Learning Outcomes

- Participants will learn about data warehouseing, data storage, integration and ETL in the cloud using AWS/ ETS Tools.

Location: Dubai, SHJ, AD

DATA ANALYTICS

17 Predictive Analytics Measurements in Excel

Program Code: 6331 | Course Type: E-LEARNING | Lab Requirement: -

Intermediate | - | Open to All

Purpose

Participants will understand the metrics before making predictions for the datasets.

Learning Outcomes

- Participants will understand in datasets what is independent variable, dependent variables, how to identify relationships in datasets and how regression can be applied to the datasets.

Location: Dubai, SHJ, AD

18 Statistical Analysis using Excel

Program Code: 1819 | Course Type: - | Lab Requirement: YES

Intermediate | 1 Day | Entry Level, Senior individual contributer, Team leader/Manager

Purpose

Participants will be able to learn the best practices in collection of data, analyzing and decision making and knwoledge needed to aspire being data analysts.

Learning Outcomes

- Participants will learn to apply the techniques of Linear Regression, the parameters to check, sampling techniques, correlation techniques,descriptive statistics.

Location: Dubai, SHJ, AD

19 Statistics for Data Analytics New Course

Insurance Code: 4755 | Program Code: 1855 | Course Type: - | Lab Requirement: YES

Intermediate | 2 Days | Entry Level, Senior individual contributer, Team leader/Manager

Purpose

Participants will learn to gain statistical knowledge used in the collection of analyzing and decision making and knowledge needed to aspire to be data analysts.

Prerequisite: Basic proficiency in working with data/statistics/software tool is desirable.

Learning Outcomes

- Participants will learn to use Python and R for regression analysis, concept of probability, hypothesis testing.

Location: Dubai, SHJ, AD

20 Using Pandas in Python

Program Code: 6312 | Course Type: E-LEARNING | Lab Requirement: -

Intermediate | - | Open to All

Purpose

Participants will understand the basics of pandas in python.

Learning Outcomes

- Participants will learn how to do basic operations using pandas.

Location: Dubai, SHJ, AD

DATA ANALYTICS

21 Analytics using R

Insurance Code	Program Code	Course Type	Lab Requirement
4742	1840	CLASS / VILT	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head / Division Head

Purpose

Participants will be able to learn using R and prepare data for analysis and perform analysis for decision making.

Prerequisite: Basic profiency in working with software programming tools.

Learning Outcomes

- Participants will learn how to get data, using syntax and functions, web scraping, diagnosis and data cleaning.

Location: Dubai, VILT

22 Basics of Python

Program Code	Course Type	Lab Requirement
6310	E-LEARNING	-

Specialization | 2 Days | Open to All

Purpose

Participants will understand the basic codings in python.

Learning Outcomes

- Participants will learn to use basic codings in python and basic libraries in python numpy and pandas.

Location: Dubai, SHJ, AD

23 Creating Advance Charts using Python part I

Program Code	Course Type	Lab Requirement
6313	E-LEARNING	-

Specialization | - | Open to All

Purpose

Participants will familiarize with advance chart options in python.

Learning Outcomes

- Participants will learn how to create and interpret charts in python.

Location: Dubai, SHJ, AD

24 Creating Advance Charts using Python part II

Program Code	Course Type	Lab Requirement
6314	E-LEARNING	-

Specialization | - | Open to All

Purpose

Participants will familiarize with advance chart options in python.

Learning Outcomes

- Participants will learn how to create and interpret charts in python.

Location: Dubai, SHJ, AD

DATA ANALYTICS

25 Dashboard using Tableau Public

Program Code	Course Type	Lab Requirement
6232	E-LEARNING	-

Specialization | - | Open to All

Purpose

Participants will understand about how Tableau Public can be an important tool to visualize data and comparing data points that helps in identifying trends and patterns.

Learning Outcomes

- Participants will learn to apply functionality tools of Tableau for Data Visualization and creation of Live Dashboard and Charts.

Location: Dubai, SHJ, AD

26 Financial Modeling using Excel

Program Code	Course Type	Lab Requirement
1808	-	YES

Specialization | 2 Days | Entry Level, Senior individual contributer, Team leader/Manager

Purpose

Participants will be able to effectively apply techniques to wide variety of financial models and develop an understanding and frameworks for financial analysis, modeling to analyze compantie.

Learning Outcomes

- Particpants will learn how to Link 3 statement model, Assumptions that drive the forecasts, Sensitivity analysis, Projected financial statements and debt schedules.

Location: Dubai, SHJ

27 Introduction to Fraud Analytics

Program Code	Course Type	Lab Requirement
1831	CLASS / VILT	YES

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Participants will gain knowledge on techniques supporting the organization in early detection and monitoring of frauds.

Learning Outcomes

- Participants will learn the fraud scenario approach and using analytics for fraud investigation.

Location: Dubai, VILT

28 Introduction to Sales Analytics

Program Code	Course Type	Lab Requirement
1830	CLASS / VILT	YES

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Participants will gain knowledge on techniques supporting the organization to understand forecasting tools, customer segmentation, and monitoring sentiments of the clients for informed decision making.

Learning Outcomes

- Participants will learn time series forecasting techniques and customer segmentation analysis.

Location: Dubai, VILT

DATA ANALYTICS

29 SQL Primer for Data Analysis

Insurance Code	Program Code	Course Type	Lab Requirement
4756	1836	-	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Participants will gain knowledge and the skillsets to retrive data using SQL as standard language to communicate with database systems.

Learning Outcomes

- Participants will learn to use aggregate functions, operators, text and date functions, sub queries, table relationships and database schemas.

Location: Dubai, SHJ, AD

30 Using Numpy in Python

Program Code	Course Type	Lab Requirement
6311	-	-

Specialization | - | Open to All

Purpose

Participants will understand the basics of numpy (library) in python.

Learning Outcomes

- Participants will learn how to do basic operations using numpy.

Location: Dubai, SHJ, AD

31 Analytics Using Python

Insurance Code	Program Code	Course Type	Lab Requirement
4412	1820	CLASSROOM	YES

Masterclass | 2 Days | Senior individual contributer, Team leader/Manager, Unit head / Division Head

Purpose

Participants will be able to learn machine learning concepts, building, training and evaluating models.

Prerequisite: Basic profiency in working with software programming tools.

Learning Outcomes

- Participants will learn to use Python Modules & Packages, Numpy, Pandas, Matpotlib and developing models, with hands-on exercises building machine learning model.

Location: Dubai, SHJ, AD

32 Associate Big Data Analyst (DASCA)

Program Code	Course Type	Lab Requirement
2158	CLASSROOM	YES

Professional Qualification | TBD | Management Information Analysts, Data Analysts. Business Analysts, Business Intelligence Analyst, Software Engineers

Purpose

Participants will gain industry trusted proof of efficiency using vendor neutral data science tools and techniques in big data analytics.

Learning Outcomes

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

- To identify and integrate new datasets that can be leveraged in the development of data products.
- Analytical experiments to help solve problems.
- In using vendor-neutral tools and techniques in big data analytics.
- Identify relevant data sources and sets to mine for client business needs and collect large structured and unstructured datasets.
- Analyze data for trends and patterns and interpret data.
- Implementation of analytical models.

Location: TBD

DATA ANALYTICS

33 Associate Big Data Engineer (DASCA)

Program Code	Course Type	Lab Requirement
2160	CLASS / VILT	YES

Professional Qualification

TBD

Management Information Analysts, Data Analysts, Business Analysts, Business Intelligence Analyst, Software Engineers

Purpose

Participants will gain proficiency in using vendor-neutral and cross-platform tools, platforms, languages and techniques in engineering and developing big data analytics applications.

Learning Outcomes

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

- To utilize pipelines that extract, transform, and load data into an information product.
- Analytical experiments to help solve problems.
- Utilize algorithms and models to mine big data stores; perform data analysis to improve models.
- Develop and maintain data pipelines using various processes.
- Focus on ingesting, storing, and processing large datasets.
- Implementation of analytical models.

Location

TBD

34 Senior Big Data Analyst (DASCA)

Program Code	Course Type	Lab Requirement
2159	-	YES

Professional Qualification

TBD

Management Information Analysts, Data Analysts, Business Analysts, Business Intelligence Analyst, Software Engineers

Purpose

Participants will gain industry trusted proof of efficiency using vendor neutral data science tools and techniques in big data analytics.

Learning Outcomes

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

- To identify and integrate new datasets that can be leveraged in the development of data products.
- Analytical experiments to help solve problems.
- Utilize algorithms and models to mine big data stores; perform data analysis to improve models.
- Identify relevant data sources and sets to mine for client business needs and collect large structured and unstructured datasets.
- Analyze data for trends and patterns and interpret data.
- Implementation of analytical models.

Location

TBD

Programs of Fintech

Fintech
Levels / Programs

Level Foundation	Duration / Days
1. Fintech Fundamentals	1
2. Future of Banking: Embracing Technology Disruption	1

Level Intermediate	Duration / Days
1. Internet of Things (IOT) Applications in Financial Sector	1
2. Design Thinking Essentials	1

Level Specialization	Duration / Days
1. Introduction to RegTech	1
2. Islamic Fintech 101	1
3. Open Banking & Embedded Finance Fundamentals	1
4. PaymentTech	1
5. Robotic Process Automation (RPA)	1

Level Professional Qualification	Duration / Days
1. Certificate in Fintech (PwC)	
2. Fintech 360 (CFTE)	

EIF Tech Week	

Leadership	Duration / Days
• Fintech & digital transformation overview for senior management	1

EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN FINTECH (EICF)

Related Roles : Banking Professionals, Insurance Specialists, Data Analysts and Scientists, Compliance and Risk Managers,Technology and IT Specialists, Business Development and Strategy Leaders, Customer Experience Managers.

Upon successful completion of the Fintech Learning Pathway, the learners should be able to:

- Gain a comprehensive understanding of key concepts, trends, and innovations in the fintech industry, enabling the ability to navigate its dynamic landscape.
- Develop foundational knowledge in artificial intelligence and machine learning, empowering learners to apply these technologies to solve real-world financial challenges.
- Explore the foundations of open banking and embedded finance, equipping learners with the insights and skills needed to participate in the modern financial ecosystem.
- Acquire essential knowledge in cybersecurity that is applicable to everyone, ensuring the ability to protect sensitive financial data and assets from evolving threats.
- Attain expertise in payment technologies, enabling learners to navigate the complex landscape of payment systems, digital wallets, and emerging payment methods.
- Explore the applications of the Internet of Things (IoT) in the financial sector, understanding how IoT technology is transforming financial services and improving customer experiences.
- Gain proficiency in essential cloud applications and understand how cloud technology is reshaping the fintech industry, enhancing scalability and efficiency.
- Develop the skills to implement Robotic Process Automation (RPA) solutions in financial processes, streamlining operations and reducing manual efforts.
- Acquire a solid foundation in blockchain technology, enabling learners to comprehend its role in financial transactions, security, and decentralized systems.

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Experienced candidates (> 2 Years) can directly enter Level 2 after passing the Exam of Level 1
4. Upon sucessful completion, the participant swith will be awarded with EIF - CFTE International Certificate in Fintech

FINTECH

01 Fintech Fundamentals

Insurance Code	Program Code	Course Type	Lab
4726	1814	CLASS / VILT	-

Foundation | 1 Day | Open to All

Purpose

This 1-day 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 completing this course, learners should be able to:

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

Location: Dubai, SHJ, AD, VILT

02 Future of Banking: Embracing Technology Disruption

Program Code	Course Type	Lab
1813	CLASS / VILT	-

Foundation | 1 Day | Open to All

Purpose

This training program is designed to provide the participants a big picture overview about how technologies and digital trends are disrupting the business model of banking worldwide. The course is the foundation level CPD program which can be attended by middle and senior management officials across business units. This will help learners to understand and appreciate the big trends in the making.

Learning Outcomes

After completing this course, learners should be able to:

- The current global financial trends in digital space.
- How fintechs would drive the new business model.
- How customer analytics would impact the business.
- How blockchain, artificial intelligence, robotics and other technologies would shake up the banking space.

Location: Dubai, SHJ, AD, VILT

03 Internet of Things (IOT) Applications in Financial Sector

Insurance Code	Program Code	Course Type	Lab
4409	1817	CLASS / VILT	-

Intermediate | 1 Day | Entry Level, Senior individual contributer, Team leader/ Manager, Unit head/Division Head

Purpose

This 1-day CPD program aims at creating awareness amongst the learners about the applications of IoT in banking 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 banking customers.

Learning Outcomes

After completing this course, learners should be able to:

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

Location: Dubai, VILT

04 Design Thinking Essentials

Program Code	Course Type	Lab
1822	CLASS / VILT	-

Intermediate | 1 Day | Open to All

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 Outcomes

After completing this course, learners should be able to:

- Learn the concept of "Design Thinking".
- Discuss the various use cases of the Design Thinking in Banking and Insurance.
- How to Use Design Thinking to ideate and innovate in Banking and Insurance.
- Learn about new products development using Design Thinking.

Location: Dubai, SHJ, VILT

FINTECH

05 Introduction to RegTech

Insurance Code	Program Code	Course Type	Lab
4759	1825	CLASS / VILT	-

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head / Division Head

Purpose

Regulatory technology, in short REGTECH, is a new technology that utilises information technology to enhance regulatory processes. It emphasis on regulatory monitoring, reporting and compliance and is thus benefiting the finance industry. The objective of this course is to given an Introduction to Regulatory Technology and its importance and impact in Banking Industry.

Learning Outcomes

After completing this course, learners should be able to:

- Learn the concept of "RegTech."
- Discuss the various use cases of the RegTech in Banking and Insurance.
- How to governments use RegTech in Banking and Insurance.
- Learn about new products development RegTech in GCC and globally.

Location: Dubai, AD, VILT

06 Islamic Fintech 101

Program Code	Course Type	Lab
1826	CLASS / VILT	-

Specialization | 1 Day | Open to All

Purpose

Islamic Fintech is seen as driver, which can enable Islamic finance to attract more customers, increase efficiency, reduce costs, enhance innovation and help the industry achieve more regulatory and Shari'ah compliance. This course aims to highlight the relevance of rapidly emerging and growing Islamic Fintech industry and provide sound functional understanding of Islamic Fintech to offer Shari'ah-compliant business and financial solutions.

Learning Outcomes

After completing this course, learners should be able to:

- Islamic Banking and Finance concepts and use of FinTech in Islamic transactions.
- Kind of innovation which is undertaking the Islamic banking and financial landscape.
- Islamic Banking Product Innovation - Use of Technology; Fintech, Regtech, Shari'ah compliance.
- Fintech Application in Islamic Finance: (use cases), and how they are transforming the market.

Location: Dubai, VILT

07 Open Banking & Embedded Finance

Insurance Code	Program Code	Course Type	Lab
4757	1843	CLASS / VILT	-

Specialization | 1 Day | Open to All

Purpose

You will learn the foundations of open banking in this course, including what it is, how big it is, and what it means going forward. You will comprehend the nature of platform and ecosystem business models, as well as the risks and difficulties they may provide, potential regulatory repercussions, and investment prospects.

Learning Outcomes

After completing this course, learners should be able to:

- Explore open banking and use of Artificial Intelligence in incumbent banks and opportunities for new entrants.
- Understand the roles of third-party providers within the Open Banking ecosystem.
- Analyse the API business model in the Open Banking revolution.
- Appreciate the opportunities that international data standards provide to protect all stakeholders within banking ecosystem.

Location: Dubai, VILT

08 PaymentTech

Insurance Code	Program Code	Course Type	Lab
4758	1845	CLASS / VILT	-

Specialization | 1 Day | Open to All

Purpose

This course will introduce you to the future of payment technology, from mobile payments to tokenization. You will investigate current payment system technologies to assess their strengths and weaknesses, as well as the ways in which technological innovation is altering these traditional systems. You'll discover new front-end innovations such as digital wallets and mobile payments, as well as back-end innovations such as tokenization, mobile money, and new payment infrastructure.

Learning Outcomes

After completing this course, learners should be able to:

- Recognize and differentiate between traditional and new payment methods.
- Identify the key players in the payments ecosystem and understand the fundamentals of the payment stack.
- Explore the role and importance of regulations in the payments industry and analyse regional differences
- Appreciate new technologies that are enabling product innovation in payments such as digital wallets and mobile payments and also discover back-end innovations, mobile money, and new payment infrastructure.
- Explain new business models in payments and identify different monetization strategies.

Location: Dubai, AD, VILT

FINTECH

09 Robotic Process Automation (RPA)

Insurance Code	Program Code	Course Type	Lab
4416	1835	CLASS / VILT	-

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head / Division Head

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 banking industry.

Learning Outcomes

After the completion of this course, the learners would 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.

Location: Dubai, SHJ, AD

10 Certificate in Fintech (PwC)

Program Code	Course Type	Lab
2167	CLASS / VILT	-

Professional Qualification | - | Open to All

Purpose

Fintech has has disrupted the financial service industry across all levels. Thescope and application of fintech includes almost all key areas of banking and financial service industry.

Learning Outcomes

- EIF has partnered with PwC academy, a global leader in fintech consulting research and practice to deliver joint certificate program for learners in UAE.This Certificate program delivered by experts would discuss the fintech applications, fintech ecosystem, key technologies drivinf the change and fintech strategies in their organizations,

Location: Dubai, SHJ, AD, VILT

11 Fintech 360 (CFTE)

Program Code	Course Type	Lab
2166	CLASS / VILT	-

Professional Qualification | - | Entry Level professionals

Purpose

The digital transformation of finance is coming down in history. In this rapidly transforming environment, it is imperative to keep acquiring new skills and knowledge to stay competitive. This is why CFTE Fintech 360 Programme is designed to teach you all the skills of Fintech, so you can take you career in Finance to the next level.

Learning Outcomes

Curated with leaders in the Digital Finance scene, this 6 weeks blended programme will give you the skill-set and knowledge to stay at the centre of the digital transformation of finance. The Course content includes:

- Fintech Foundation
- Artifical Intelligence in Finance
- Open Banking
- Payments
- RegTech
- Digital Assets

Location: Dubai, AD, VILT

12 Fintech & digital transformation overview for senior management

Insurance Code	Program Code	Course Type	Lab
4725	1668	CLASS / VILT	-

Leadership | 1 Day | Department Head / CXO

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 this course, the learners would be able to understand:

- Fintech ecosystem and structure
- Banks vs fintech - threat or opportunity
- Use cases
- Opportunities and challenges

Location: Dubai, VILT

Programs of IT Infrastructure & Network

IT Infrastructure & Network
Levels / Programs

Level	Foundation	Duration / Days
	• Cloud Applications Essentials	1

Level	Intermediate	Duration / Days
New	• Cloud Security & Network basics	2

Level	Specialization	Duration / Days
New	1. Cloud Compliance and Governance	1
New	2. Cloud Data Security & Recovery	1
	3. DevOps 101	1
	4. FinOps 101	1
	5. Introduction to ITIL concepts	1

Level	Professional Qualification	Duration / Days
	1. AWS Certified DevOps Engineer - Professional (AWS Certified DevOps Engineer - Professional DOP-C02)	
	2. AWS Certified Solutions Architect - Associate	
	3. AWS Certified Solutions Architect - Professional (AWS Certified Solutions Architect - Professional)	
	4. Certified Scrum Master (CSM)	
	5. Cisco Certified Network Associate (CCNA)	
	6. ITIL 4 Foundation	
	7. Microsoft Certified: Azure Administrator Associate	
	8. Microsoft Certified: Azure Solutions Architect Expert AZ-305: Designing Microsoft Azure Infrastructure.	
	9. Microsoft Certified: DevOps Engineer Expert (AZ-400: Designing and Implementing Microsoft DevOps Solutions)	

EIF Tech Week

SKILLS & KNOWLEDGE AREAS

EIF's Cloud pathways can equip learners with a wide range of Skills and Knowledge areas to excel in the field of Cloud. Some of these skills and knowledge areas include:

- Understanding cloud application development and deployment.
- Proficiency in cloud application platforms and services.
- Security principles specific to cloud environments.
- Network fundamentals in the context of cloud infrastructure.
- Data encryption and access controls in the cloud.
- Backup and disaster recovery strategies for cloud data.
- Compliance with data protection regulations in cloud environments.
- Understanding regulatory compliance requirements in cloud computing.
- Ensuring data privacy and protection in the cloud.

IT INFRASTRUCTURE & NETWORK

01 Cloud Applications Essentials

Insurance Code	Program Code	Course Type	Lab
4746	1841	CLASSROOM	YES

Foundation | 1 Day | Open to All

Purpose

Applications of cloud has become a normal part of product and process improvements in organizations. The course is aimed at providing working knowledge on the concept, applications and use case of cloud computing.

Learning Outcomes

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

- Introduction to cloud computing, benefits, opportunities.
- Cloud based business models: Software as a service (SAAS).
- Cloud ecosystem: Deployment, infrastructure, storage.
- Overview of cloud solutions : AWS, Azure etc.
- Cloud data storage and protection.
- Cloud security.

Location: Dubai, SHJ, AD, VILT

02 Cloud Security & Network basics

New Course

Program Code	Course Type	Lab
1861	CLASSROOM	YES

Intermediate | 2 Days | Entry Level, Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Understand the significance of cloud security in the context of modern IT ecosystems. Learn how cloud security differs from traditional on-premises security.Explore the security implications of various cloud service models (IaaS, PaaS, SaaS) and deployment models (public, private, hybrid). Understand how security responsibilities are shared between cloud providers and users.Identify common security challenges associated with cloud adoption, including data breaches, compliance issues, data loss, and unauthorized access. Gain an overview of networking basics, including the OSI model, TCP/IP protocol suite, network topologies, and the role of networking in modern computing environments.

Learning Outcomes

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

- Understand cloud computing fundamentals and network basics.
- Identify and address cloud security risks.
- Implement security measures and manage secure cloud networks.
- Explore comprehensive cloud security strategies.
- Monitor, respond to, and communicate about security incidents effectively.
- Adhere to ethical and legal considerations in cloud security.

Location: Dubai, AD

03 Cloud Compliance and Governance

New Course

Program Code	Course Type	Lab
1863	CLASSROOM	YES

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Gain a solid grasp of the foundational principles of compliance and governance within the context of cloud computing.Explore prominent compliance frameworks and regulations that govern cloud usage, such as GDPR, HIPAA, PCI DSS, and SOC 2. Understand their requirements and implications for cloud deployments.Assess how compliance and governance considerations vary depending on the cloud service model (IaaS, PaaS, SaaS) and deployment model (public, private, hybrid). Identify compliance challenges specific to each scenario

Learning Outcomes

Upon completing the course students will be able to:

- Understand cloud computing models and their compliance implications.
- Interpret and apply industry-specific and international regulations.
- Implement cloud security measures and governance policies.
- Conduct risk assessments and manage cloud service providers.
- Monitor and audit cloud environments for compliance.
- Ensure data privacy and protection in cloud settings.

Location: Dubai, AD

IT INFRASTRUCTURE & NETWORK

04 Cloud Data Security & Recovery

New Course

Program Code	Course Type	Lab
1862	CLASSROOM	YES

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

Data is at the core of banking operations. This course explores cloud-based data storage, management, and databases. It covers topics such as data migration, backup and recovery, data privacy and data encryption in the cloud.

Learning Outcomes

Upon completing the "Cloud Data Security & Recovery" course, students will:

- Understand cloud security fundamentals.
- Evaluate cloud service providers for security.
- Implement data encryption and access controls.
- Deploy security monitoring and disaster recovery.
- Ensure compliance with regulations.
- Perform risk assessments and apply best practices.
- Optimize cloud security costs.

Location: Dubai, AD

05 DevOps 101

Program Code	Course Type	Lab
1866	CLASS / VILT	NO

Specialization | 1 Day | Entry Level, Senior individual contributer, Team leader/Manager

Purpose

In today's dynamic technology landscape, the DevOps methodology has emerged as a fundamental approach for achieving efficiency, collaboration, and automation in software development and IT operations. "DevOps 101" is an introductory course designed to provide a solid foundation in DevOps principles and practices. Whether you're a software developer, system administrator, or IT professional, this course will empower you with the knowledge and skills needed to embark on your DevOps journey.

Learning Outcomes

This course is designed to equip participants with the following key objectives:

- **Introduction to DevOps:** Understand the foundational principles and cultural aspects of DevOps, enabling a holistic view of its importance in modern software development and operations.
- **Continuous Integration and Delivery (CI/CD):** Master the automation of code integration, testing, and deployment, facilitating more frequent and reliable software releases.
- **Version Control and Collaboration:** Learn how to use version control systems, like Git, to track code changes and foster collaboration within development teams.
- **Infrastructure as Code (IaC):** Grasp the concept of IaC and its role in automating infrastructure provisioning and management, contributing to greater efficiency.
- **Automation Tools and Monitoring:** Explore a range of DevOps tools and their application, while understanding the significance of monitoring and feedback loops for continuous improvement.

Location: Dubai, SHJ, AD

06 FinOps 101

Program Code	Course Type	Lab
1867	CLASS / VILT	NO

Specialization | 1 Day | Senior individual contributer, Team leader/Manager, Unit head/Division Head

Purpose

In today's dynamic business environment, financial operations (FinOps) play a pivotal role in achieving cost efficiency, financial transparency, and organizational success. The course is designed to provide participants with a foundational understanding of financial operations, enabling them to effectively manage financial resources and optimize financial performance within an organization.

Learning Outcomes

This course is designed to equip participants with the following key objectives:

- **Introduction to Financial Operations:** Participants will gain insight into the core principles of financial operations and their significance in the business world.
- **Cost Management:** Learn how to manage costs effectively, including cost analysis, cost reduction strategies, and cost control.
- **Budgeting and Forecasting:** Understand the essentials of budgeting and financial forecasting to make informed financial decisions.
- **Financial Data Analysis:** Develop the skills to analyze financial data, interpret financial statements, and assess financial health.
- **Financial Risk Management:** Explore the principles of risk management in financial operations, including risk assessment, mitigation, and compliance.

Location: Dubai, AD

IT INFRASTRUCTURE & NETWORK

07 Introduction to ITIL concepts

Program Code	Course Type	Lab
1865	CLASS / VILT	NO

Specialization | 1 Day | Entry Level, Senior individual contributer, Team leader/Manager, Unit head/Division Head

Location: Dubai, SHJ, AD, VILT

Purpose

In today's rapidly evolving IT landscape, effective IT service management is critical for organizations to deliver quality services to their customers, ensure operational efficiency, and drive business success. The "Introduction to ITIL Concepts" course provides a foundational understanding of the Information Technology Infrastructure Library (ITIL), a globally recognized framework for IT service management.

Learning Outcomes

This course is designed to equip participants with the following key objectives:

- **Comprehend the ITIL Framework:** Gain a deep understanding of the ITIL framework, its principles, and its evolution, allowing you to appreciate its significance in modern IT service management.
- **Learn Key ITIL Processes:** Familiarize yourself with essential ITIL processes, including incident management, change management, and problem management, to grasp how these processes optimize service delivery and support.
- **Understand the Role of ITIL:** Explore how ITIL contributes to successful service strategy and design, effective service transition and operation, and continuous service improvement, ensuring alignment with business objectives.
- **Enhance Organizational Performance:** Recognize the pivotal role of ITIL in improving organizational performance, increasing customer satisfaction, and minimizing disruptions in IT services.

08 Certified Scrum Master (CSM)

Program Code	Course Type	Lab
2174	CLASS / VILT	-

Specialization | -

Location: Dubai, SHJ, AD

Project Managers: Project managers seeking to learn and implement Scrum methodologies to improve project management.
Product Owners: Product owners who want to enhance their understanding of Scrum principles to effectively manage product development.
Team Members: Team members (developers, testers, designers, etc.) who want to grasp Scrum principles to work effectively within Scrum teams.
Managers and Executives: Managers and executives who aim to support and champion Scrum adoption within their organizations.
Software Engineers and IT Professionals: Those in software development and IT fields looking to improve their Agile and Scrum skills.

Purpose

The Certified Scrum Master (CSM) is a widely recognized certification for individuals who want to become proficient in Scrum, an agile framework for managing and delivering projects. The CSM certification is offered by the Scrum Alliance, and it is targeted at individuals interested in leading and supporting Scrum teams.

Learning Outcomes

- **Scrum Principles and Values:** Learn the foundational principles and values of Scrum, which emphasize collaboration, flexibility, and delivering value to customers.
- **Scrum Roles:** Understand the key roles in Scrum, including the Scrum Master, Product Owner, and Development Team, and the responsibilities associated with each role.
- **Scrum Events:** Explore the various Scrum events, such as Sprint Planning, Daily Standup, Sprint Review, and Sprint Retrospective, and their significance in the Scrum process.
- **Scrum Artifacts:** Learn about Scrum artifacts like the Product Backlog, Sprint Backlog, and Increment, and how they support transparency and inspection.
- **Servant Leadership:** Understand the concept of servant leadership and how it applies to the role of the Scrum Master in supporting the team's success.
- **Coaching and Facilitation:** Develop skills in coaching and facilitating Scrum practices and ceremonies to help the team continuously improve.
- **Scrum Values:** Embrace Scrum values, including commitment, courage, focus, openness, and respect, and apply them in your role as a Scrum Master.

09 AWS Certified DevOps Engineer - Professional
(AWS Certified DevOps Engineer - Professional (DOP-C02))

Program Code	Course Type	Lab
2171	CLASSROOM	YES

Professional Qualification | - | Cloud Architects, IT Managers, Security Analysts, System Administrators, Application Developers, Compliance Officers, Technical Support Teams, Cloud Service Managers

Location: Dubai, SHJ, AD

Purpose

The AWS Certified DevOps Engineer - Professional showcases individuals' technical expertise in provisioning, operating, and managing distributed application systems on the AWS platform, giving them increased confidence and credibility with peers, stakeholders, and customers. Organizations with these qualified professionals can ensure speedy delivery of secure, compliant, systems that are highly available and scalable.

Learning Outcomes

The aim of the certification is to validate your knowledge across a number of different key areas, which have been defined by AWS across the following domains, with each domain contributing to a total percentage of your overall score. These domains are broken down as:

- Domain 1: SDLC Automation 22%
- Domain 2: Configuration Management and IaC 17%
- Domain 3: Resilient Cloud Solutions 15%
- Domain 4: Monitoring and Logging 15%
- Domain 5: Incident and Event Response 14%
- Domain 6: Security and Compliance 17%

IT INFRASTRUCTURE & NETWORK

10 AWS Certified Solutions Architect - Associate

Program Code	Course Type	Lab
2168	CLASSROOM	YES

Professional Qualification

-

Cloud Architects, IT Managers, Security Analysts, System Administrators, Application Developers, Compliance Officers, Technical Support Teams, Cloud Service Managers

Purpose

This comprehensive training program is tailored to banking professionals aspiring to become AWS Certified Solutions Architects - Associate. It provides an in-depth understanding of AWS services and architectures, with a specific focus on the unique requirements and challenges within the banking industry. Participants will gain the knowledge and skills needed to design, deploy, and manage secure, highly available, and cost-effective solutions in the AWS Cloud.

Learning Outcomes

Upon completing the course students will be able to:

- Build a solid foundation in AWS services, terminology, and concepts relevant to banking.
- Apply AWS solutions to address common banking use cases, including secure data storage, compliance, and scalability.
- Learn to design resilient, scalable, and cost-efficient architectures for banking applications.
- Understand best practices for implementing security and compliance measures within AWS for the banking sector.
- Design and implement highly available and fault-tolerant systems suitable for mission-critical banking operations.
- Optimize costs while maintaining performance and security in AWS solutions.
- Explore strategies for migrating banking workloads to the AWS Cloud.
- Develop robust disaster recovery plans and solutions for banking services.

Location

TBD

11 AWS Certified Solutions Architect - Professional
(AWS Certified Solutions Architect - Professional)

Program Code	Course Type	Lab
2170	CLASSROOM	YES

Professional Qualification

-

Cloud Architects, IT Managers, Security Analysts, System Administrators, Application Developers, Compliance Officers, Technical Support Teams, Cloud Service Managers

Purpose

The AWS Certified Solutions Architect - Professional course is a comprehensive and advanced program designed to prepare experienced cloud professionals for the AWS Certified Solutions Architect - Professional certification exam. This course dives deep into architectural best practices, advanced design principles, and complex scenarios, equipping learners with the expertise required to architect highly scalable and secure applications on the Amazon Web Services (AWS) platform.

Learning Outcomes

- Effectively demonstrate how to design and deploy secure and reliable applications on AWS technology
- Define solutions based on architectural design principles as per customer needs
- Migrate multi-tier applications to AWS platform
- Provide the best-practices-based implementation guidance to your organization throughout its life cycle
- Plan, design, and deploy AWS applications on an enterprise-level
- Define and implement AWS cost-control measures, etc.

Location

Dubai

SHJ

AD

12 Cisco Certified Network Associate (CCNA)

Program Code	Course Type	Lab
2173	CLASSROOM	YES

Professional Qualification

-

Network Administrators, IT Support Staff, Security Analysts, System Engineers, IT Managers, Network Engineers, Technical Support Specialists, Data Center Administrators, IT Project Managers, Cybersecurity Professionals in banking.

Purpose

This Cisco Certified Network Associate (CCNA) training for banking is designed to provide a comprehensive understanding of network infrastructure and security tailored to the specific needs of the financial industry. The course covers essential networking concepts, Cisco technologies, and security practices, enabling professionals in banking to build and maintain robust, secure, and scalable network solutions. Students will gain the skills required to support and optimize network operations, ensuring the reliability and confidentiality of financial data and transactions.

Learning Outcomes

Upon completing the course students will be able to:

- Understand essential networking principles and concepts relevant to banking environments.
- Gain hands-on experience in configuring and managing routers and switches, vital for secure banking network operations.
- Learn key security measures and best practices to safeguard sensitive banking data.
- Develop the skills to identify and resolve network issues promptly, minimizing downtime in banking operations.
- Comprehend WAN technologies and their applications in the banking sector.
- Explore cloud networking and virtualization concepts for modern banking infrastructures.
- Understand wireless network technologies and their role in providing flexible banking services.
- Learn the principles and techniques for implementing IPv6, ensuring future-proofed banking networks.
- Develop a foundational understanding of cybersecurity measures to protect banking networks from threats.

Location

TBD

IT INFRASTRUCTURE & NETWORK

13 ITIL 4 Foundation

Program Code	Course Type	Lab
2116	CLASS / VILT	-

Professional Qualification

5 Days

IT Professionals, IT Service Management Professionals, IT Project Managers, IT Consultants, Business Managers and Owners, Professionals from non-IT backgrounds who seek a foundational understanding of IT service management.

Purpose

The Information Technology Infrastructure Library (ITIL) certification is a globally recognized framework for IT service management. ITIL provides a set of best practices and guidelines for effectively managing IT services, aligning them with the needs of the business, and ensuring overall efficiency and quality in service delivery.The ITIL 4 Foundation certification is the entry-level certification in the ITIL 4 framework, which is the latest version of the Information Technology Infrastructure Library (ITIL). This certification provides an understanding of the core concepts and principles of IT service management as defined in ITIL 4.

Course Content

- **Service Management as a Practice:** Understand the key concepts of service management and how it contributes to the organization's value creation.
- **The Four Dimensions of Service Management:** Explore the four dimensions of service management, which include organizations and people, information and technology, partners and suppliers, and value streams and processes.
- **The ITIL Service Value System (SVS):** Learn about the ITIL SVS, which is the overarching framework that integrates different components to enable value co-creation.
- **Guiding Principles:** Discover the seven guiding principles of ITIL 4, which provide guidance for decision-making and action within service management.
- **ITIL Practices:** Explore various ITIL practices, such as incident management, problem management, change enablement, and service request management.
- **Key Concepts:** Understand key concepts like the service value chain, value streams, and service providers.

Location: Dubai, SHJ, AD

14 Microsoft Certified: Azure Administrator Associate

Program Code	Course Type	Lab
2196	CLASSROOM	YES

Professional Qualification

-

IT Administrators, Cloud Administrators, Technical Support Staff, Compliance Officers, IT Managers, Cybersecurity Specialists, Cloud Architects

Purpose

The course is designed to equip students with the skills and knowledge required to effectively administer Azure environments. As a foundational certification in Microsoft Azure, this course provides a comprehensive understanding of core Azure services, resource management, and best practices in cloud administration.

Learning Outcomes

Upon completing the course students will be able to:

- Attain advanced skills in administering Azure cloud environments.
- Effectively manage Azure resources, including virtual machines, storage, and networking.
- Understand and implement security measures and compliance practices in Azure.
- Learn to control user access and identities within Azure services.
- Establish governance strategies to optimize resource utilization and cost management.
- Gain expertise in monitoring, troubleshooting, and optimizing Azure solutions.
- Develop the ability to create backup and recovery solutions for Azure resources.
- Ensure high availability and scalability for Azure applications and services.

Location: TBD

15 Microsoft Certified: Azure Solutions Architect Expert
AZ-305: Designing Microsoft Azure Infrastructure

Program Code	Course Type	Lab
2169	CLASSROOM	YES

Professional Qualification

-

Cloud Architects, IT Managers, Security Analysts, System Administrators, Application Developers, Compliance Officers, Technical Support Teams, Cloud Service Managers

Purpose

This certification focuses on validating the skills and knowledge required to design and implement solutions that run on Microsoft Azure, including aspects such as security, governance, identity, networking, storage, computing, and monitoring.

Passing this exam demonstrates expertise in Azure architecture, services, and best practices, and is intended for professionals who design and implement solutions in Azure, as well as those who advise stakeholders and translate business requirements into secure, scalable, and reliable cloud solutions.

Learning Outcomes

Key Outcome:

- Design Identity, Governance, and Monitoring Solutions (25-30%)
- Design Data Storage Solutions (25-30%)
- Design Business Continuity Solutions (10-15%)
- Design Infrastructure Solutions (25-30%)

Location: Dubai, SHJ, AD

16 Microsoft Certified: DevOps Engineer Expert
(AZ-400: Designing and Implementing Microsoft DevOps Solutions)

Program Code	Course Type	Lab
2172	CLASS / VILT	-

Professional Qualification

-

-

Purpose

The DevOps Engineer Expert certification is essential for those looking to specialize in DevOps practices within Azure. Participants will learn to design and implement efficient DevOps solutions in Azure environments.

Learning Outcomes

- The tests cover the following AZ-400 exam domains:
- Develop an instrumentation strategy (5-10%)
- Develop a Site Reliability Engineering (SRE) strategy (5-10%)
- Develop a security and compliance plan (10-15%)
- Manage source control (10-15%)
- Facilitate communication and collaboration (10-15%)
- Define and implement continuous integration (20-25%)
- Define and implement continuous delivery and release management strategy (10-15%)

Location: Dubai, SHJ, AD

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08

FRAUD MANAGEMENT

Pathway

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Programs of Fraud Management

Level	Foundation	Duration / Days
1.	Digital banking frauds	1
2.	Introduction to Financial Crimes	1
3.	Introduction to fraud analytics	1

Level	Intermediate	Duration / Days
1.	Card Fraud Prevention	e-learning
2.	Cheque Fraud Prevention	e-learning
3.	Fraud Management & Ethics	1
4.	How Strong Is Your Password?	e-learning
5.	Identity Crime	e-learning
6.	Internal Fraud	e-learning
7.	Malware & Ransonware	e-learning
8.	Phishing	e-learning
9.	Sim Swap	e-learning

Level	Specialization	Duration / Days
1.	Document screening and signature examination	1
2.	Fraud Investigations	1

Level	Master Class	Duration / Days
•	Fraud Prevention and Detection Masterclass	1

Level	Professional Qualification	Duration / Days
•	ACFE - Certified Fraud Examiner	20 Hours

EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN FRAUD MANAGEMENT (ECICFM)

Related Roles : Fraud Prevention and Detection Manager, Fraud Risk Monitoring Officer, Fraud Examiner, Fraud Control Unit Manager, Manager - Internal Control, Manager - Fraud Operations, Internal Auditor.

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

- Identify and prioritize of fraud risks within the organisation.
- Understand the different types and dimensions of fraud.
- Familiarize with the key aspects of fraud prevention and detection for internal controls.
- Understand the importance of fraud analytics - opportunities and challenges.
- Plan and conduct internal fraud examination.

FRAUD MANAGEMENT *PATHWAY*

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Candidates can directly enter Level 2 after passing the Exam of Level 1
4. All candidates are required to mandatorily attend ALL the Industry interactions for the successful awarding of the certification.
5. Upon sucessful completion, the participants will be awarded with EIF - CBI International Certificate in AML & CFT Compliance.

FRAUD MANAGEMENT

01 Digital banking frauds

Program Code: 1959 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level

Purpose

Disruptions have fast paced the use of digital banking platforms. As we adapt to a remote work environment, scammers took advantage to spread phishing and steal unsuspecting users' private and financial information. UAE Central Bank estimates a significant rise of overall frauds, specifically in the digital space. Awareness about how these digital banking frauds happen is the first step in mitigating these frauds.

Learning Outcomes

- Phishing and its various types.
- Shimming.
- Spoofing.
- Social Engineering.
- Reverse Social Engineering.
- Frauds using Phones.
- Wire Transfer Fraud.
- Malware and Ransomware.
- Safeguarding against digital Banking Frauds.

Location: Dubai | SHJ | AD

02 Introduction to Financial Crimes

Program Code: 1907 | Course Type: CLASS/E-LEARNING

Foundation | 1 Day | Entry Level

Purpose

"Financial crime threatens the safety and soundness of financial systems world-wide. There are many ways an individual or a firm can be exposed to these crimes. Creating awareness and understanding of how these frauds happen is an important step in reducing these crimes.

Learning Outcomes

- The background and nature of financial crimes.
- Different types of financial crimes in banks.
- How does a financial crime start?
  » ID theft. » Employee fraud red flags. » Phishing. Skimming. » Spoofing.
- Financial crime life cycle – compliance.
- Role of technology in fighting financial crime.

Location: Dubai | SHJ | AD

03 Introduction To Fraud Analytics

Program Code: 1831 | Course Type: CLASSROOM

Foundation | 1 Day | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

Fraud analytics play a crucial role in the early detection and monitoring of fraud. These data analytic techniques will help the organization to detect the possible instances of fraud and implement an effective fraud monitoring program to protect the organization.

Learning Outcomes

- Fraud analytics - its importance and challenges.
- Fraud profiling.
- Data analysis.
- Risk assessment using data.
- Internal control measures.
- The fraud scenario approach.
- Using analytics for internal fraud investigation/audit.

Location: Dubai | SHJ | AD

04 Card Fraud Prevention

Program Code: 6266 | Course Type: E-LEARNING

Intermediate | - | Open to all

Purpose

Credit card fraud is one of the biggest problems in the area of financial fraud. In a country like UAE, where tourism is one the huge areas of business, you can expect not only UAE-based bank credit cards but also international bank cards with MASTER / VISA / DINERS etc. Card frauds include different types of frauds other than credit card frauds like Debit cards, Travel cards, etc.

Learning Outcomes

- Security features of a “credit card“.
- How card frauds are initiated?
- Red flags in identifying credit card frauds.
- Counter measures on card frauds.

Location: Online

FRAUD MANAGEMENT

05 Cheque Fraud Prevention

Program Code: 6288
Course Type: E-LEARNING

Intermediate | - | Open to all

Purpose

A cheque is a common payment mechanism used by individuals and more by businesses. Cheque fraud is the oldest and most common form of financial crime. Even with the explosion of digital payments, cheques are still used for millions and billions of transactions every year.

Learning Outcomes

- Security features of a cheque.
- Identifying a fraud check in a clearing process.
- Identifying an altered cheque.
- Additional security features of managers cheque.

Location: Online

06 Fraud Management & Ethics

Program Code: 1970
Course Type: CLASSROOM

Intermediate | 1 Day | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

Fraud examiners must conduct fair and impartial investigations, report all facts obtained objectively, and form reasonable conclusions based on those facts for true justice to exist.Fraud Examiners shall not knowingly make a false statement when testifying under oath in a court of law or other dispute resolution forum.

Learning Outcomes

- Relationship among moral philosophy, ethics, and the law.
- Implications of engaging in illegal or unethical conduct.
- Identifying and avoiding conflicts of interest.
- Integrity requirements.
- Professional skepticism.
- Giving opinions and drawing conclusions.
- Dealing with privileged and confidential information.

Location: Dubai, SHJ, AD

07 How Strong Is Your Password?

Program Code: 6241
Course Type: E-LEARNING

Intermediate | 1 Day | Open to all

Purpose

Crimes related to password sharing or password stealing or password hacking have always been a pertinent issue, especially with financial institutions. We have passwords for official purposes and then we have personal and social media passwords. It is estimated that a person can have a minimum of 6 to 10 passwords. Studies show that %81 of data breaches are caused by weak or reused passwords.

Learning Outcomes

- Understanding of “world password day”.
- Evaluating the strength of your password.
- Common password security questions.
- Probing password security questions.
- The reality of password cracking.
- Ingredients of an exceptional password.
- The use of technology in password protection.

Location: Online

08 Identity Crime

Program Code: 6242
Course Type: E-LEARNING

Intermediate | 1 Day | Open to all

Purpose

Identity crime is now become the underlying crime for other financial crimes. Identity Crime is broadly defined as the unlawful use of another personal identifying information with wrong or negative intent. Identify thieves obtain personal information in a variety of ways, mostly through technology-related methods.

Learning Outcomes

Techniques used by identity thieves:

- Traditional methods.
- Technology related methods.
- Red flags in identifying identity crime.
- How can one guard against ID theft - do’s and don’ts.

Location: Online

FRAUD MANAGEMENT

09 Internal Fraud

Program Code: 6259 | Course Type: E-LEARNING

Intermediate | 1 Day | Open to all

Purpose

Internal fraud refers to a type of fraud that is committed by an individual/group of individuals against an organization. So it can be also referred to as employee frauds. Research over the years estimates that over 70% of all financial losses due to banking fraud are directly or indirectly linked to employee fraud.

Learning Outcomes

- Quantum of “internal fraud”.
- Fraud triangle and fraud diamond.
- Profile of an internal fraudster & red flags.
- “Internal fraud” - an internal auditors perspective.
- Methods to mitigate internal fraud.

Location: Online

10 Malware & Ransonware

Program Code: 6364 | Course Type: E-LEARNING

Intermediate | - | Open to all

Purpose

Computer networks and communications are inherently insecure and vulnerable to attack and disruption. It requires technical and administrative controls to protect systems against threats like unauthorized use, disclosure, modification, destruction, or denial of service. Malware is a catch-all term for any type of malicious software designed to harm or exploit any programmable device, service or network.

Learning Outcomes

- What is Malware and what it can do?
- How is malware introduced into a computer system?
- Types of Malware.
- Safeguarding against Malware.

Location: Online

11 Phishing

Program Code: 6363 | Course Type: E-LEARNING

Intermediate | - | Open to all

Purpose

As businesses scrambled to adapt to a remote work environment, scammers took advantage of the COVID-19 to spread phishing and steal unsuspecting users' private and financial information. At the height of pandemic coverage, Google reported a 350% phishing increase from February 2020 to March 2020.

Learning Outcomes

- What is Phishing?
- Why Phishing Works?
- Types of Phishing
- Safeguarding against Phishing.

Location: Online

12 Sim Swap

Program Code: 6365 | Course Type: E-LEARNING

Intermediate | - | Open to all

Purpose

Fraudsters gain access to personal information by stealing their identity and deceiving the telecom companies to get a SIM card attached to the victim’s mobile account. SIM SWAP is one such threat that you need to be aware of and be careful about while using digital or mobile banking.

Learning Outcomes

- What is SIM SWAP Fraud?
- Anatomy of a Sim Swap Fraud
- Safeguarding against Sim Swap Fraud.

Location: Online

FRAUD MANAGEMENT

13 Document Screening and Signature Examination

Program Code: 1946 | Course Type: CLASSROOM

Specialization | 1 Day | Entry Level / Senior Individual Contributor

Purpose

Forgery, counterfeiting, document screening, and verification is a skill that should be enhanced to enable bankers to prevent fraudulent transactions in the bank. This course will help you to understand and support your decision-making skills while dealing with possible fraud/ Red Flag scenarios and to detect and uncover these frauds.

Learning Outcomes

- Identify different kinds of frauds in banking.
- Cheque fraud prevention.
- Signature forgery and verification.
- Payment instruments fraud - bank note counterfeiting & credit cards.
- Document screening and verification.

Location: Dubai, SHJ, AD

14 Fraud Investigations

Program Code: 1955 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

The objective of fraud examination is to notate evidence of fraud in order to prevent any future fraud, recover losses from fraud, and strengthen internal controls. This course will create an understanding and awareness about internationally accepted methods and process in fraud investigations.

Learning Outcomes

- Planning and conducting a fraud examination.
- Interview theory and application.
- Importance of fraud analytics in fraud examination.
- Tracing illicit transactions.
- Analysing documents and report writing.
- Sources of information.

Location: Dubai, SHJ, AD

15 Fraud Prevention and Detection

Program Code: 1945 | Course Type: CLASSROOM

Master Class | 1 Day | Team Leader / Manager or Unit Head / Divisional Head

Purpose

Macro level analysis of Fraud Prevention and Detection. Developing a fraud risk management program. Analyse the importance of technology in fraud prevention and detection. Linking Anti-Fraud and Anti-AML - Unrealised opportunities or Unnecessary Complexities.

Learning Outcomes

- Phishing and its various types.
- Shimming.
- Spoofing.
- Social Engineering.
- Reverse Social Engineering.
- Frauds using Phones.
- Wire Transfer Fraud.
- Malware and Ransomware.
- Safeguarding against digital Banking Frauds.

Location: Dubai, SHJ, AD

16 ACFE - Certified Fraud Examiner

Program Code: 2163 | Course Type: CLASS / VILT

Professional Qualification | 20 Hrs. | Senior Individual Contributor, Team Leader / Unit Manager

Purpose

With fraud ever evolving and on the rise, organizations worldwide rely upon Certified Fraud Examiners (CFEs) to safeguard their businesses from fraud's devastating impact. CFEs are trained professionals who possess a unique set of diverse skills in preventing, detecting and investigating fraud.

Learning Outcomes

- Financial Transactions and Fraud Schemes.
- Fraud Investigation.
- Fraud Investigations and Laws.
- Fraud and Deterrence.

Location: Dubai, SHJ, AD, VILT

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09

HUMAN CAPITAL

Pathway

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EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN HUMAN RESOURCE MANAGEMENT

Related Roles : HR professionals and Managers, Professionals who are looking to enter the field of Human Resources within the banking, and other financial sectors or; Professionals at early stages of their HR careers in the banking and other financial sectors

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

- Define the roles and responsibilities of HR professionals.
- Explain the importance of ethical behaviour and professional standards in HR.
- Identify key HR functions and their contribution to well-functioning organisations.
- Demonstrate a foundational knowledge of key UAE employment laws and regulations.
- Describe a Recruitment & Selection process.
- Understand the importance of HR metrics and data, and its value to decision making.
- Comprehend the basics of learning & development principles.
- Understand the role of an HR Business Partner and the importance of stakeholders.
- Have an awareness of basic business principles such as the balance scorecard.

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT (CIPD) CERTIFICATIONS

LEVEL 3

CIPD - Foundation Certificate in People Practice

OVERVIEW

This qualification is perfect for you if you're ready to make your mark in the people profession. This is ideal for anyone embarking on a career in HR, L&D or OD, and for those already in a support role and looking to take the next step on the career ladder. The qualification provides a strong foundation to give people professionals the confidence and capabilities to guide their decision-making, actions and behaviours.

When you complete your qualification, you'll be awarded CIPD Foundation Membership, and the designation "Foundation CIPD" after your name.

Target Audience

CIPD **Foundation Certificate in People Practice** is suitable for individuals in these roles or similar :

- HR Assistant
- HR Administrator
- Organisational Development Officer
- Learning Administrator

Learning Objectives

This qualification introduces the learner to a wide range of relevant knowledge and expertise in people practice. It is suited to those learners who:

- Are studying, aspiring to, or embarking on, a career in people practice.
- Are working in a people practice support role and wish to develop their knowledge and
- deliver immediate and short-term value for their organisation;
- Wish to develop the specialist knowledge, skills and understanding required to be a people
- Professional.

LEVEL 5

CIPD - Associate Diploma in Organisational Learning & Development

OVERVIEW

Learning & Development professionals keen to develop their skills and drive change within their organization.

This qualification is perfect for you if you enjoy helping employees become the best they can be. You'll expand your knowledge of L&D with a combination of core units and specialist areas and get an individual plan for your self-development.

When you complete your qualification, you'll be awarded CIPD Associate Membership, and the designation "Assoc CIPD" after your name. This establishes your credibility as a professional, raises your profile and opens doors to new job opportunities.

Target Audience

The CIPD Associate Diploma in Organisational Learning & Development is suitable for individuals in these roles or similar :

- L&D Business Partner
- L&D Manager
- L&D Consultant
- Organisation Design Specialist
- Organisational Development Business Partner
- Employee Experience Manager
- L&D Designer

Learning Objectives

After completion of the certification, the learner should be able to

- Build on your existing knowledge and specialize in Learning and Development.
- Increase your knowledge in Learning and Development design, self-directed and social learning, and personalized and performance-focused learning.
- Take the next step up into a more senior people profession role.

You'll focus on real-life scenarios, acquiring core behaviours derived from the CIPD's new Profession Map, which is based on the cumulative insights of thousands of experts.

LEVEL 5

CIPD - Associate Diploma In People Management

OVERVIEW

The Associate Diploma in People Management is perfect for you if you enjoy developing and managing people. You'll expand your knowledge of HR with a combination of core units and specialist areas – helping you focus on what matters most to you.

When you complete your qualification, you'll be awarded CIPD Associate Membership, and the designation "Assoc CIPD" after your name. This establishes your credibility as a professional, raises your profile and opens doors to new job opportunities.

Target Audience

The CIPD Certificate in Associate Diploma in People Management is suitable for individuals in these roles or similar

- HR Business Partner
- HR Manager
- People Analyst
- Employee Relations Manager
- Diversity and Inclusion Specialist
- Resourcing Business Partner
- Reward and Benefits Manager
- Talent Manager

Learning Objectives

After completion of the certification, the learner should be able to :

- Build on your existing knowledge and specialise in People Management
- Increase your knowledge in employment relationship management, talent management and performance reward
- Take the next step up into a more senior people profession role.
- You'll focus on real-life scenarios, acquiring core behaviours derived from the CIPD's new Profession Map, which is based on the cumulative insights of thousands of experts.

LEVEL 7

Associate Diploma In Strategic People Management

OVERVIEW

This qualification is perfect for you if you want to develop your personal effectiveness and business acumen. You'll learn how to design and manage your own strategy, enhance people management skills – and learn how best to lead.

When you complete your qualification, you'll be awarded CIPD Associate Membership, and the designation "Assoc CIPD" after your name. This establishes your credibility as a professional, raises your profile and opens doors to new job opportunities. You may also be able to apply for Chartered Member or Chartered Fellow, depending on your experience. This would recognize your ability to work strategically, handle complexity and influence business practices.

Target Audience

The CIPD Advanced Diploma in Strategic People Management is suitable for individuals in these roles or similar:

- Head of HR
- Head of Diversity & Inclusion
- Director of People
- Head of Resourcing
- Head of Talent and People Analytics Manager

Learning Objectives

After completion of the certification, the learner should be able to:

- Build on your existing People Management experience.
- Gain specialist People Management skills in strategic employment relations, talent management to sustain success and strategic reward management.
- Strengthen your autonomy and judgement so that you can lead and direct your organisation's People Management strategy.

HUMAN CAPITAL

01 Code of Conduct & Ethics in Human Resources

Program Code: 1657 | Course Type: CLASSROOM

Intermediate | 1 Day | Open to All

Purpose

The aim of a Code of Conduct and Ethics in HR program is meticulously crafted to establish a robust framework of principles and guidelines, which serve as a guiding beacon for the behavior and decisions of HR professionals within an organization. Its primary mission is to maintain the pillars of fairness, equity, and unwavering integrity across all HR practices, encompassing recruitment, employee relations, performance management, and employee development. This code stands as a guardian of the highest ethical standards, nurturing a workplace culture that cherishes diversity, upholds individual rights, and safeguards the trust of both employees and stakeholders.

Learning Outcomes

- Understand and apply the principles of HR ethics within the context of relevant legal regulations.
- Analyze and evaluate ethical considerations when making HR decisions, particularly in the recruitment process.
- Apply conflict resolution strategies to foster fair and ethical employee relations.
- Demonstrate knowledge and adherence to data privacy and confidentiality principles in HR practices.
- Create and promote diversity and inclusivity while building trust among employees and stakeholders.
- Appraise the effectiveness of the organization's approach to handling ethical dilemmas.

Location: Dubai | SHJ | AD

02 Balance Score Card

Insurance Code: 4818 | Program Code: 1646 | Course Type: CLASS / VILT

Specialization | 1 Day | Team Leaders, Manager, Department Head

Purpose

The Balanced Scorecard has established itself as a well-established and efficient instrument for capturing, delineating, and converting an organization's strategic objectives into tangible targets at the corporate, divisional, and individual employee tiers. This framework enables the effective execution of strategies.

When thoughtfully designed and effectively deployed within an organization, the Balanced Scorecard stands as an exemplary approach to contemporary management. It constructs performance management systems that yield optimal results.

Learning Outcomes

- Evaluate causal relationships using a Balanced Scorecard
- Analyze the four perspectives in a Balanced Scorecard
- Incorporate organizational strategic themes
- Translate strategy into operational objectives using a Strategy Map
- Establish a systematic nine-step methodology for BSC implementation
- Comprehend measurement, goal alignment, and strategy integration
- Develop business unit, functional, support, and personnel scorecards

Location: Dubai | SHJ | AD

03 HR - Digital Transformation

Program Code: 1656 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team leader, Manager, Department Head

Purpose

The purpose of the HR Digital Transformation program is to revolutionize our human resources functions by leveraging cutting-edge technology and innovative approaches. This initiative aims to enhance efficiency, streamline processes, and ultimately improve the overall employee experience. By embracing the latest in HR technology, we intend to empower our HR team with the tools and insights necessary to drive strategic decision-making, foster employee development, and adapt to the ever-evolving landscape of human resources. This program will be a cornerstone of our commitment to staying at the forefront of HR best practices and ensuring that we attract, develop, and retain top talent.

Learning Outcomes

- Acquire knowledge of HR Digital Transformation concepts and tools.
- Understand the importance of HR Digital Transformation for our organization.
- Apply HR technology solutions to address specific HR challenges.
- Analyze HR processes to identify areas for digital transformation.
- Synthesize a customized HR Digital Transformation strategy.
- Evaluate the impact of digital transformation using data analytics and HR metrics.

Location: Dubai | SHJ | AD

HUMAN CAPITAL

04 HR Law and Practise in UAE

Program Code: 1630 | Course Type: CLASSROOM

Specialization | 2 Days | Open to All

Purpose

The purpose of this training program is to equip HR professionals in the UAE banking sector with a comprehensive understanding of the fundamental principles and regulations of labor law. As HR plays a critical role in ensuring compliance and employee well-being, this program aims to empower HR practitioners with the knowledge and skills needed to navigate the intricate landscape of labor laws in the UAE. By mastering these fundamentals, HR professionals can effectively manage employee relations, protect the interests of both employees and the organization, and minimize legal risks, thus contributing to the overall success and reputation of the banking sector in the UAE.

Learning Outcomes

- Understand UAE labor law and its relevance to the banking sector.
- Comprehend legal risks and their mitigation in HR practices
- Interpret and uphold employee rights and benefits
- Evaluate employment contract adherence to labor law provisions.
- Assess termination and dispute resolution processes under labor law.
- Develop diversity promotion, documentation, and law updates strategies.

Location: Dubai | SHJ | AD

05 Talent Acquisition & Succession Planning

Program Code: 1624 | Course Type: CLASS / VILT

Specialization | 1 Day | Team Leaders, Manager, Department Head

Purpose

The purpose of the HR training program on Talent Acquisition & Succession Planning is to equip HR professionals with the knowledge and skills required to attract top talent, develop a robust talent pipeline, and ensure a smooth transition of leadership within the organization. This program aims to foster a proactive and strategic approach to talent management, enabling our organization to identify, nurture, and retain key talent, ultimately securing our future success.

Learning Outcomes

- Understand the fundamental principles and concepts of talent acquisition and succession planning in HR.
- Demonstrate a deep understanding of the importance of talent acquisition and succession planning for organizational stability and growth.
- Apply best practices in talent sourcing, recruitment, and talent pool development within the context of the organization's specific needs.
- Analyze the organization's current talent pool to identify potential gaps and develop strategies to bridge them.
- Develop a comprehensive talent acquisition and succession plan tailored to the organization's unique requirements, considering leadership development and future talent needs.
- Assess the effectiveness of talent acquisition and succession planning strategies using key performance indicators and metrics to ensure continuous improvement and alignment with organizational goals.

Location: Dubai | SHJ | AD

06 Train The Trainer

Insurance Code: 4803 | Program Code: 1645 | Course Type: CLASS / VILT

Specialization | 1 Day | Open to All

Purpose

The purpose of the "Train the Trainers" program for HR professionals is to enhance their capabilities in effectively cultivating a skilled and motivated workforce through expert training facilitation. This program aims to equip HR practitioners with the essential knowledge and competencies needed to design, deliver, and assess training initiatives that align seamlessly with the organization's strategic objectives. By fostering a deeper understanding of adult learning principles and instructional design, this initiative seeks to empower HR professionals to create engaging and tailored training programs that resonate with employees. Furthermore, it strives to enable HR leaders to evaluate the impact of their training efforts on employee performance, fostering a culture of continuous improvement and development within the organization. Ultimately, the program endeavors to build a cadre of proficient HR trainers capable of driving organizational growth and success through effective human capital development.

Learning Outcomes

- Demonstrate an understanding of adult learning principles and instructional design.
- Comprehend and articulate the importance of aligning training programs with organizational goals.
- Apply design engaging training materials and interactive learning activities.
- Evaluate the effectiveness of training methods through assessment and feedback.
- Develop tailored training solutions for specific organizational needs.
- Assess the impact of their training efforts on employee performance and overall organizational success.

Location: Dubai | SHJ | AD

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INSURANCE

Pathway

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Programs of Life

Life
Levels / Programs

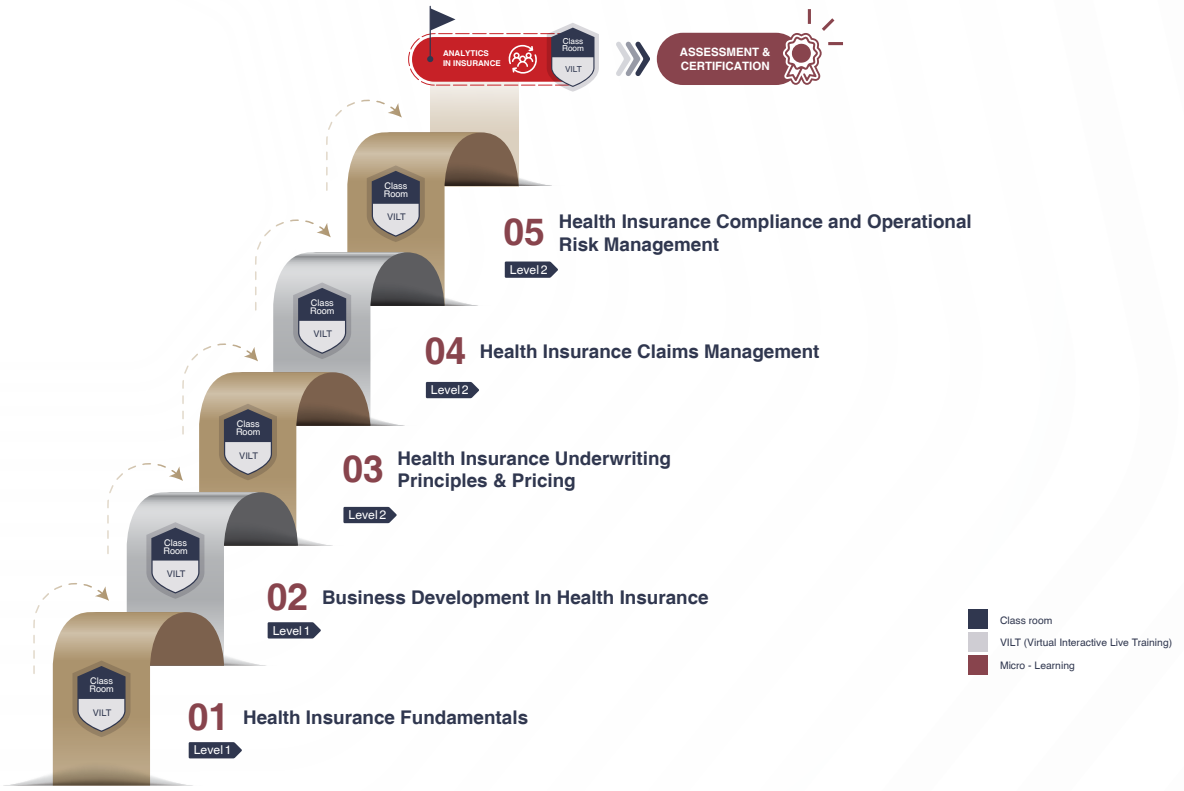
Level Foundation	Duration / Days
1. Health Insurance Fundamentals	1
2. Insurance Marketing	1
3. Introduction To Insurance	1
4. Life Insurance Fundamentals	1

Level Intermediate	Duration / Days
1. Financial Planning	1
2. Underwriting Principles & Practices - Life	1

Level Specialization	Duration / Days
1. Business Development - Health Insurance	1
2. Health Insurance - Claims Management	1
3. Health Insurance - Compliance & Risk Management	1
4. Health Insurance - Underwriting & Pricing	1
5. Investment Planning	1
6. Islamic Takaful	1

EIF - INTERNATIONAL CERTIFICATE

EIF - CERTIFIED HEALTH INSURANCE SPECIALIST - EXISTING



LIFE *PATHWAY*

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Experienced candidates (> 3 Years) can directly enter Level 2 after passing the Exam of Level 1
4. Upon sucessful completion, the participant swith will be awarded with EIF certificate

LIFE

01 Health Insurance Fundamentals

Insurance Code	Program Code	Course Type
4728	4728	CLASS / VILT

Foundation | 1 Day | Open to all

Purpose

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

Learning Outcomes

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.

Location: TBD

02 Insurance Marketing

Insurance Code	Program Code	Course Type
4744	4744	CLASS / VILT

Foundation | 1 Day | Open to all

Purpose

It equips participants with a comprehensive comprehension of the Marketing function's significance and its distinct relevance within the insurance sector.

Learning Outcomes

- understanding and application of core marketing theories and principles, Analyse and apply claims related issues, provide solutions in context of insurance management.

Location: TBD

03 Introduction To Insurance

Insurance Code	Program Code	Course Type
4100	4100	CLASS / VILT

Foundation | 1 Day | Open to all

Purpose

The course will provide the participants to understand the basic features of insurance principles, markets, functions, products and practices in the UAE market.

Learning Outcomes

- Define and Classify the risk, Difference between insurance and uninsurable risk, Players in Insurance market and principles of insurance, Regulatory framework of insurance industry in UAE.

Location: TBD

04 Life Insurance Fundamentals

Insurance Code	Program Code	Course Type
4601	4601	CLASS / VILT

Foundation | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

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 Outcomes

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

Location: TBD

LIFE

05 Financial Planning

Insurance Code	Program Code	Course Type
4607	6266	CLASS / VILT

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

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.

Location: TBD

06 Underwriting Principles & Practices - Life

Insurance Code	Program Code	Course Type
4604	6288	CLASS / VILT

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

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 Outcomes

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.

Location: TBD

07 Business Development - Health Insurance

Insurance Code	Program Code	Course Type
4720	4720	CLASS / VILT

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

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

Learning Outcomes

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.

Location: TBD

08 Health Insurance - Claims Management

Insurance Code	Program Code	Course Type
4727	4727	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

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

Learning Outcomes

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.

Location: TBD

LIFE

09 Health Insurance - Compliance & Risk Management

Insurance Code	Program Code	Course Type
4729	4729	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

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 Outcomes

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.

Location: TBD

10 Health Insurance - Underwriting & Pricing

Insurance Code	Program Code	Course Type
4730	4730	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

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 Outcomes

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.

Location: TBD

11 Investment Planning

Insurance Code	Program Code	Course Type
4609	4609	CLASS / VILT

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

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 Outcomes

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.

Location: TBD

12 Islamic Takaful

Insurance Code	Program Code	Course Type
4602	4602	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

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

Learning Outcomes

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.

Location: TBD

Programs of Non Life

Non Life
Levels / Programs

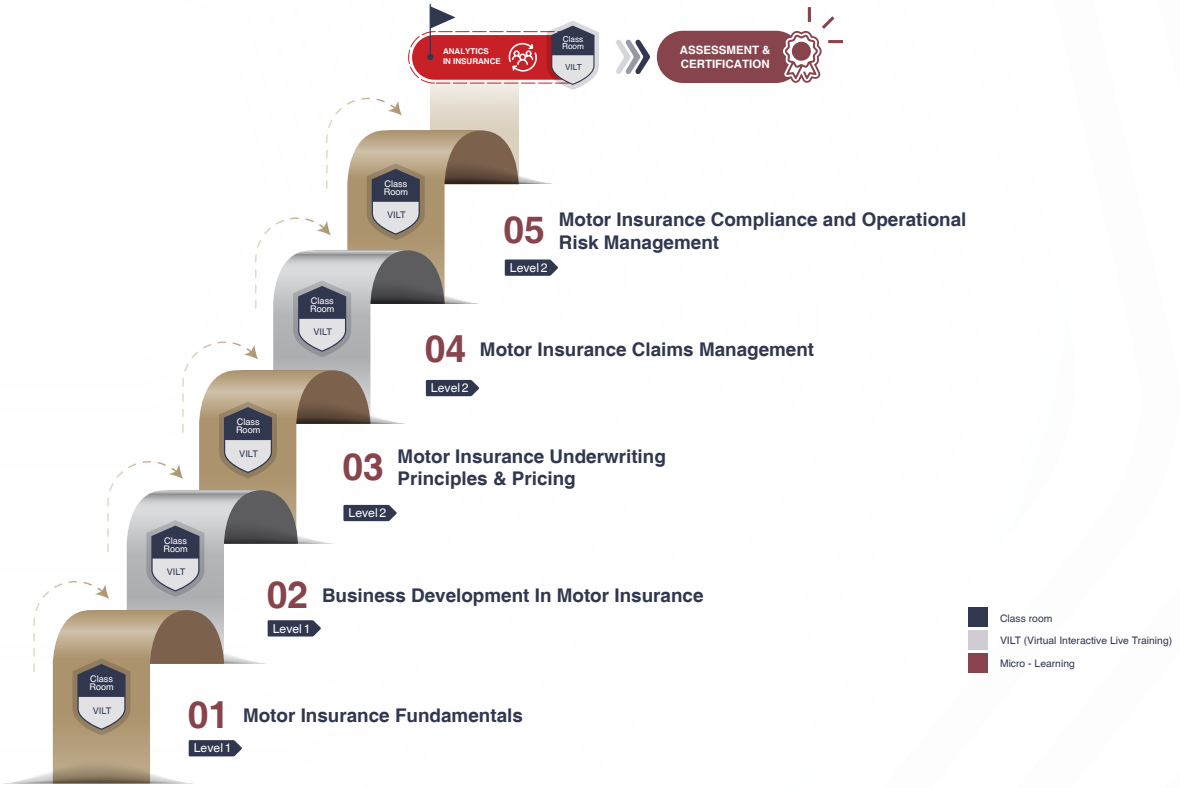
Level Foundation	Duration / Days
• Motor Insurance & Principles Fundamentals	1

Level Intermediate	Duration / Days
1. Actuarial Primer for Non-Actuaries	1
2. Business Development Motor Insurance	1
3. Motor Insurance - Claims Management	1

Level Specialization	Duration / Days
1. Contractors' All Risk (CAR)	1
2. Engineering Insurance	1
3. Liabilities	1
4. Marine Insurance	1
5. Motor Insurance Compliance & Risk Management	1
6. Motor Insurance - Underwriting & Pricing	1
7. Property Insurance	1

EIF - INTERNATIONAL CERTIFICATE

EIF - CERTIFIED MOTOR INSURANCE SPECIALIST - EXISTING



NON LIFE *PATHWAY*

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Experienced candidates (> 3 Years) can directly enter Level 2 after passing the Exam of Level
4. Upon sucessful completion, the participant swith will be awarded with EIF certificate

NON LIFE

01 Motor Insurance & Principles Fundamentals

Insurance Code	Program Code	Course Type
4733	4733	CLASS / VILT

Foundation | 1 Day | Open to all

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 Outcomes

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.

Location: TBD

02 Actuarial Primer for Non-Actuaries

Insurance Code	Program Code	Course Type
4719	4719	CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

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 Outcomes

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.

Location: TBD

03 Business Development Motor Insurance

Insurance Code	Program Code	Course Type
4721	4721	CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

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 Outcomes

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.

Location: TBD

04 Motor Insurance - Claims Management

Insurance Code	Program Code	Course Type
4751	4751	CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

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 Outcomes

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.

Location: TBD

NON LIFE

05 Contractors' All Risk (CAR)

Insurance Code	Program Code	Course Type
4711	4711	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

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

Learning Outcomes

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.

Location: TBD

06 Engineering Insurance

Insurance Code	Program Code	Course Type
4705	4705	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

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

Learning Outcomes

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.

Location: TBD

07 Liabilities

Insurance Code	Program Code	Course Type
4702	4702	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

To understand the need and scope of liabilities insurance.

Learning Outcomes

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

Location: TBD

08 Marine Insurance

Insurance Code	Program Code	Course Type
4104	4104	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

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.

Location: TBD

NON LIFE

09 Motor Insurance Compliance & Risk Management

Insurance Code	Program Code	Course Type
4734	4734	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

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 Outcomes

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.

Location: TBD

10 Motor Insurance - Underwriting & Pricing

Insurance Code	Program Code	Course Type
4735	4735	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

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

Learning Outcomes

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.

Location: TBD

11 Property Insurance

Insurance Code	Program Code	Course Type
4701	4701	CLASS / VILT

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

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

Learning Outcomes

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

Location: TBD

Programs of Insurance Operations

Insurance Operations
Levels / Programs

Level Foundation	Duration / Days
• Anti Money Laundering For Non-Compliance Staff	1

Level Intermediate	Duration / Days
1. Analytics In Insurance	1
2. Anti Money Laundering In Insurance Laws & Best Practices	1
3. Cyber Risk And Insurance	1
4. Energy Risk And Insurance	1

Level Specialization	Duration / Days
1. Fraud Identification & Management	1
2. Reinsurance	1
3. Risk Management In Insurance	1

INSURANCE OPERATIONS

01 Anti Money Laundering For Non-Compliance Staff

Insurance Code	Program Code	Course Type
4128	4128	CLASS / VILT

Specialization | 1 Day | Open to All

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.

Location: TBD

02 Analytics In Insurance

Insurance Code	Program Code	Course Type
4131	4131	CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The course will help the learners to handle the insurance data analytics, Role of analytics in insurance, claims, marketing and finance and to analyze the data for better decision making.

Learning Outcomes

- Understanding the core concepts of data science and insurance.
- Apply data science driven business solutions.
- Perform basic analysis on the insurance date sets.

Location: TBD

03 Anti Money Laundering In Insurance Laws & Best Practices

Insurance Code	Program Code	Course Type
4128	4122	CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

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 Outcomes

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)

Location: TBD

04 Cyber Risk And Insurance

Program Code	Course Type
4129	CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The cousre will offer basic indtroductory understanding of cyber risk insurance and how to effects underwritng and claims.

Learning Outcomes

- Nature and types of cyber threat.
- Legal and regulatory framework and impact of cyber exposure.
- Different insurance policies which can ipact cyber coverage.
- Claims handling in cyber insurance.

Location: TBD

INSURANCE OPERATIONS

05 Energy Risk And Insurance

Insurance Code	Program Code	Course Type
4130	4130	CLASS / VILT

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager

Purpose

To understand the insurance coverage for energy projects, risk management steps in those projects and different insurance policies with their regulatory framework and to review the needs of energy industry.

Learning Outcomes

- Overview of Energy Industry and insurance Sector.
- Understanding energy projects.
- Construction and erection insurance.
- Operational Risk in energy Insurance.
- Handling claims and recoveries.

Location: TBD

06 Fraud Identification & Management

Insurance Code	Program Code	Course Type
4116	4116	CLASS / VILT

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

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 Outcomes

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.

Location: TBD

07 Reinsurance

Insurance Code	Program Code	Course Type
4111	4111	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager

Purpose

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

Learning Outcomes

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.

Location: TBD

08 Risk Management In Insurance

Insurance Code	Program Code	Course Type
4115	4115	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

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

Learning Outcomes

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

Location: TBD

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ISLAMIC BANKING

Pathway

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Islamic Banking

Levels / Programs

Programs of Islamic Banking

Level Foundation	Duration / Days
• Introduction to Islamic Banking	2
• Introduction to Islamic Banking	e-learning

Level Intermediate	Duration / Days
1. Card Products in Islamic Banks	1
2. Card Products in Islamic Banks	micro-learning
3. Code of Ethics for Islamic Finance Professionals (AAOIFI Guidelines)	micro-learning
4. Ijarah (AAOIFI Shari'ah Standard)	micro-learning
5. Islamic Asset Products	1
6. Islamic Banking Investment Products	e-learning
7. Islamic Corporate Working Capital & Trade Products	2
8. Islamic Equity & Investment Products	1
9. Islamic Liability Products	1
10. Islamic Liability Products	e-learning
11. Letter of Credit in Islamic Banks	micro-learning
12. Murabahah (AAOIFI Shari'ah Standard)	micro-learning
13. Personal Financing through Commodity Murabaha	micro-learning
14. Shari'ah Compliance Guidelines for Islamic Products and transactions	micro-learning
New 15. Shari'ah Governance and Codes of Ethics for Islamic banks	1
16. Sukuk	e-learning
17. Vehicle Murabahah	micro-learning

Level Specialization	Duration / Days
1. Islamic Derivatives & Hedging Products	1
2. Islamic Fintech	1
New 3. Legal Documentation for Islamic Banking Products and Transactions	1
4. Sukuk	1

Level Master Class	Duration / Days
1. AAOIFI Accounting Standards	2
2. Risk Management in Islamic Banking	2

Global Master Class	Duration / Days
New 1. Hedging & Liquidity Management in Islamic Banks, EIF-Dar al Sharia- IIFM	2
New 2. Risk Management and Stress Testing for Islamic Financial Institutions EIF-BIBF-ISBD	2
New 3. Shari'ah Audit and Supervision: EIF - Dar Al Sharia	2

Level Professional Qualification	Duration / Days
• AAOIFI & EIF: Certified Islamic Banker	60 Hrs.

Simulation Program

New • Commodity Murabahah- Concept and Application in Islamic Banks EIF-Dar Al Sharia-DMCC

EIF Tech Week	EIF Finance Week	Annual Event
AI Application in Islamic Finance	Sustainability and Islamic Finance	Annual Islamic Finance Conclave

EIF - INTERNATIONAL CERTIFICATE

EIF - AAOIFI INTERNATIONAL CERTIFICATE IN ISLAMIC RETAIL BANKING

Related Roles : Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

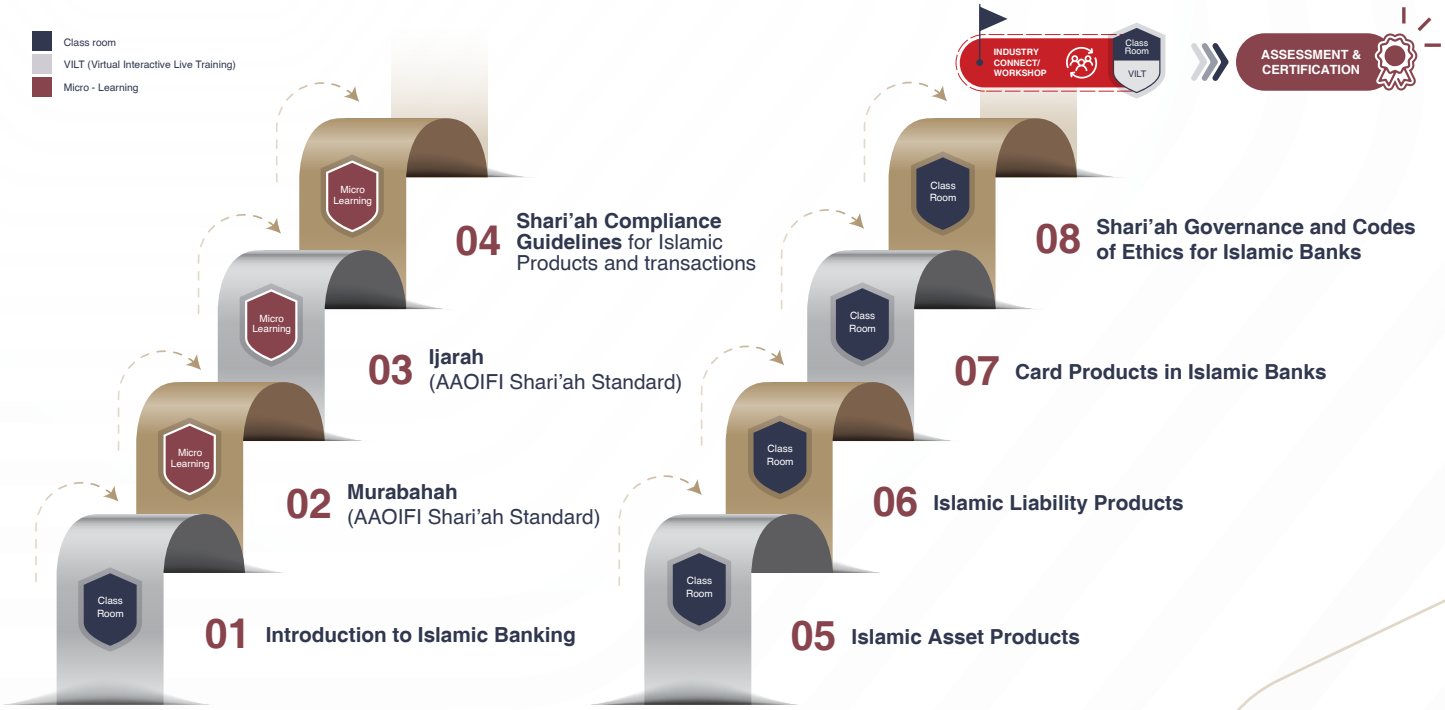
EIF Islamic Retail Banking pathway will equip the learners with essential knowledge of Islamic banking concept and the structure of the products and services offered in retail banking section of Islamic banks.

Skills and Knowledge Areas Covered:

- Islamic banking concept and principles.
- Differences between conventional and Islamic financial products.
- Contracts and financing techniques used for structuring products and Services.
- Fund Management and profit distribution system in Islamic banks.
- Retail banking products: Structure and underlying Sahirah Contracts: Deposit products, card products, vehicle financing, personal financing home financing products.
- Shari'ah Compliance guidelines for Islamic transactions.

Upon completion of the pathway, learners will be able to understand:

- Fundamental principles and key concepts of Islamic banking and finance.
- Regulatory, Shari'ah and ethical framework for Islamic banking and finance institutions
- Structure and mechanism of Islamic retail banking products and services (Deposit, Card, vehicle financing, Personal financing, House financing etc. products)
- Financing techniques of Murabahah and Ijarah (AAOIFI Standards)
- Shari'ah Compliance guidelines for documentation, procedure, and implementation of Islamic transaction.



ISLAMIC BANKING *PATHWAY*

Upon successful completion, the participant will be awarded with EIF-AAOIFI International Certificate in Islamic Retail Banking.

ISLAMIC BANKING

01 Introduction to Islamic Banking

Program Code: 1702 | Course Type: CLASS / VILT

Foundation | 2 Days | Open to all

Purpose

The introductory course aims to familiarize the participants with the guiding principles of Islamic banking and finance and the key financing techniques used in structuring products and services. The participants shall comprehend the legal and Shari'ah framework within which the industry works and analyze the evolution and performance of Islamic banking and finance industry in local and global context .

Prerequisite: None

Learning Outcomes

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

- Key guiding principles of Islamic banking and finance.
- Islamic Finance: Industry analysis; evolution, performance; new trends.
- Islamic banking VS conventional banking: Main differences.
- Prohibited elements in Islamic banking and finance - Riba (interest), Gharar (uncertainty) Maysir (gambling) etc.
- Regulatory and Shari'ah framework for Islamic banking and finance institutions
- Islamic financing techniques as used in Islamic banks: murabahah, mudarabah; musharakah; ijarah, forward ijarah, salam, tawarruq, istisna'a, wakalah, kafalah etc.

Location: Dubai, SHJ, AD, VILT

02 Introduction to Islamic Banking

Program Code: 6212 | Course Type: E-LEARNING

Foundation | - | Open to all

Purpose

To introduce the participants the guiding principles of Islamic banking and finance, and the key finance techniques used in Islamic banking products.

Learning Outcomes

- Key guiding principles of Islamic banking and finance.
- Islamic banking VS conventional banking: Main differences.
- Islamic financing techniques as used in Islamic banks.

Location: Online

03 Card Products in Islamic Banks

Program Code: 1722 | Course Type: CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The course aims to provide the participants an overview of structure, features and benefits of card products offered by Islamic banks. The participants shall learn the shari'ah viewpoints on card products and identify the techniques used in structuring different types of cards in Islamic banks.

Prerequisite: Introduction to Islamic Banking

Learning Outcomes

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

- Card products in banks; Shari'ah viewpoint on credit products. (AAOIFI guidelines).
- Types of card products in Islamic Bank- Debit Card, Charge Card; Prepaid Card; Credit Card, Covered Card.
- Underlying shari'ah contracts for different types of cards in Islamic Banks.
- Credit Card in conventional banks and Islamic banks - Key differences.
- Fee-based credit card: Structure, mechanism of fee calculation.
- Profit-based covered card: Structure; profit calculation mechanism.
- Key issues; Late payment charges, rewards, unethical transactions.

Location: Dubai, SHJ, AD

04 Card Products in Islamic Banks

Program Code: 6289 | Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To provide the participants an overview of structure, features and types of card products offered by Islamic banks.

Learning Outcomes

- Key features of cards offered by Islamic banks.
- Structure and working of credit card in Islamic banks.
- Structure and advantage of covered cards in Islamic banks.

Location: Online

ISLAMIC BANKING

05 Code of Ethics for Islamic Finance Professionals (AAOIFI Guidelines)

Program Code: 6286 | Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To familiarize the participants with the latest Code of Ethics for Islamic Finance Professionals of AAOIFI to mitigate the Shari'ah non-compliance and reputational risks in Islamic financial institutions.

Learning Outcomes

- Ethics: Conceptual framework.
- AAOIFI Ethics protocols.
- Illustrative violations.
- Illustrative ideals.

Location: Online

06 Ijarah (AAOIFI Shari'ah Standard)

Program Code: 6221 | Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To familiarize the participants with the AAOIFI Standard on Ijarah Muntahia Bittamleek.

Learning Outcomes

- Key points of AAOIFI Shari'ah Standard on Ijarah.
- Acquisition of the asset to be leased, or its usufruct, by the institution.
- Concluding an Ijarah contract and the forms of Ijarah.
- Transfer of the ownership in the leased property in Ijarah Muntahia Bittamleek.

Location: Online

07 Islamic Asset Products

Program Code: 1713 | Course Type: CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The course aims to equip the participants with the comprehensive knowledge and skills about the types and structure of financing products and services offered in retail banking department of an Islamic bank that will help them to offer the products with full understanding and confidence.

Prerequisite: Introduction to Islamic Banking

Learning Outcomes

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

- Islamic banking concept and suitable Shari'ah contracts to meet customer's financing needs.
- Types and structure of financing products in Islamic banks: vehicle finance; consumer finance, personal finance products.
- Home Finance Products for ready and under-construction property - standard ijarah, & forward Ijarah structures.
- Documentation, guarantees, risks and compliance issues.

Location: Dubai, SHJ, AD, VILT

08 Islamic Banking Investment Products

Program Code: 6217 | Course Type: E-LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The course focuses on the Islamic banking investment principles. The participants will learn the types of Islamic investment products and the shari'ah contracts used in their structuring.

Learning Outcomes

- Islamic Investment guidelines and characteristics of Islamic Equity Market.
- Financing techniques of Islamic investment products.
- Islamic investment deposits.
- Fund management in Islamic banks.

Location: Online

ISLAMIC BANKING

09 Islamic Corporate Working Capital & Trade Product

Program Code: 1715 | Course Type: CLASSROOM

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The course aims to provide the participants with sound understanding of Islamic trade, working capital and corporate financing solutions. The participants shall identify the key products, principles, practical aspects, advantages, challenges and current development of Islamic trade and corporate finance.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- Key Shari'ah contracts used for Islamic structured trade finance products.
- Import and export financing products in Islamic banks; local and international trade solutions; Guarantees; Structured Solutions.
- Documentary Credits in Islamic banks: Islamic Letter of Credit (LCs) VS Conventional LCs.
- Working capital financing products: short term-long term solutions.
- Syndicated Financing.
- Structured Products for project Financing.
- Documentation, Default treatment and fraud prevention measures.

Location: Dubai, SHJ, AD

10 Islamic Equity & Investment Products

Program Code: 1716 | Course Type: CLASSROOM

Intermediate | 1 Day | Senior Individual Contributor, Unit Head/Division Head, Department Head

Purpose

The course aims to familiarize the participants with the dynamics of Islamic capital markets and shari'ah framework of Islamic securities. The course highlights shari'ah parameters for equity-screening, Islamic equity-market indexes, Islamic investment funds and Islamic Takaful investment products.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- Islamic Investment guidelines and characteristics of Islamic Equity Market.
- Shari'ah guidelines for equity screening for investment and trading.
- Structure and types of Islamic investment funds; Equity funds, Real Estate Investment Trusts (I-REITs); Exchange Traded Fund (ETF).
- Takaful investment program.
- Islamic Investment products: Features, challenges, new trends.

Location: Dubai, SHJ

11 Islamic Liability Products

Program Code: 1714 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The course aims to equip the participants with the comprehensive knowledge and skills about the types and structure of liability products of an Islamic bank that will help them to offer the products with full understanding and confidence.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- Islamic banking concept and appropriate deposit product to suit customer's needs.
- The key difference in Islamic banks' deposits viz a viz conventional bank.
- Shari'ah contracts used for liability products in Islamic banks.
- Types of deposits and their structures in Islamic banks: Current account; Saving deposit; Investment deposits: based on Mudarabah; Wakalah &, Murabahah .
- Process and mechanism of fund management in Islamic banks.

Location: Dubai, SHJ, AD

12 Islamic Liability Products

Program Code: 6214 | Course Type: E-LEARNING

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To introduce the learners the different types of deposits in Islamic banks focusing on the financing techniques used in deposits structure and fund management.

Learning Outcomes

- Shari'ah contracts used for liability products in Islamic banks.
- Types of deposits and their structures in Islamic banks: Current account; Saving deposit; Investment deposits: Process and mechanism of deposit management in Islamic banks.

Location: Online

ISLAMIC BANKING

13 Letter of Credit in Islamic Banks

Program Code: 6287
Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To provide the participants with sound understanding of mechanism and working of letter of credit in Islamic banks.

Learning Outcomes

- Features of trade finance in Islamic banks.
- Techniques used for structuring letter of credit in Islamic banks.
- Understanding letter of credit process in Islamic banks.

Location: Online

14 Murabahah (AAOIFI Shari'ah Standard)

Program Code: 6222
Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To familiarize the participants with the AAOIFI Standard on Murabahah.

Learning Outcomes

- Key points of AAOIFI Shari'ah standard on Murabahah
- Procedures prior to the contract, acquisition of title to, possession of the asset by the institution
- Conclusion of a Murabahah contract,

Location: Online

15 Personal Financing through Commodity Murabaha

Program Code: 6288
Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To provide the participants the details about use of Commodity Murabaha structure for personal finance products in Islamic banks.

Learning Outcomes

- Nature of cash financing product in Islamic banks.
- Key features of Commodity Murabaha structure.
- Process of cash financing through Commodity Murabahah.

Location: Online

16 Shari'ah Compliance Guidelines for Islamic Products and transactions

Program Code: 6285
Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To train the participants in Shari'ah compliance procedure to develop proper Shari'ah compliance framework Islamic bank products and transactions.

Learning Outcomes

Shariah audit methodology

- Documentation, procedure, and implementation.
- Product wise Audit Guidelines- Murabahah.
- Product wise Audit Guidelines- Ijarah.

Location: Online

ISLAMIC BANKING

17 Shari'ah Governance and Codes of Ethics for Islamic banks

New Course

Program Code: 1725 | Course Type: CLASS / VILT

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

The aim of this course is to introduce the participants the important role of shari'ah governance and ethics in Islamic financial institutions. The participants will learn the Shari'ah governance regulations as set out by the UAE Central Bank for Islamic financial institutions in line with AAOIFI Standards. The participants shall also get an insight into the codes of ethics for Islamic finance professionals so they can make informed, ethical, and professional judgments in a highly regulated environment.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- Shari'ah compliance framework for Islamic financial institutions.
- UAE Central Bank's regulation for Shari'ah governance.
- Overview of AAOIFI's Governance standards.
- Important role of ethics in finance; 'mainstream' ethics and Islamic ethics in relation to finance.
- Code of Ethics for Islamic Finance Professionals (AAOIFI).

Location: Dubai, VILT

18 Sukuk

Program Code: 6215 | Course Type: E-LEARNING

Intermediate | - | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

The course helps participants learn the key concept of sukuk, their evolution, features and role in current Islamic finance industry. The participants shall comprehend different issues related to sukuk and identify the criteria and principles in structuring Sukuk.

Learning Outcomes

- Features, types, evolution, current market trends of sukuk in Islamic finance industry.
- Key sukuk types, structures, innovation - case studies.
- Current trend, issues and challenges related to sukuk.

Location: Online

19 Vehicle Murabahah

Program Code: 6290 | Course Type: MICRO LEARNING

Intermediate | - | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

To introduce the learners about the Murabaha vehicle financing technique in Islamic banks.

Learning Outcomes

- The key features of vehicle financing product in Islamic banks.
- The process and steps of vehicle financing product structure in Islamic banks.
- Roles of different parties in the financing process.

Location: Online

20 Islamic Derivatives & Hedging Products

Program Code: 1718 | Course Type: CLASSROOM

Specialization | 1 Day | Team Leader/Manager, Unit Head/Division Head, Department Head

Purpose

The course focuses on Islamic principles of hedging and gives an overview of hedging and derivative instruments used in Islamic finance. The learners shall appreciate risk-hedging mechanism, principles and structures used in Islamic finance today.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- Islamic concept of hedging financial risks; Shari'ah appreciation of conventional hedging and derivative products.
- Techniques used to manage risk in Islamic finance in line with the core principles of Islamic finance.
- Different types of Islamic hedging and derivative instruments such as Islamic Forex Forward, Islamic Forex Swap, Islamic Cross Currency Swap, Islamic Profit Rate Swap, Islamic Options etc.
- Challenges faced in structuring Islamic hedging and derivative products.

Location: Dubai, SHJ, AD

ISLAMIC BANKING

21 Islamic Fintech

Program Code: 1826 | Course Type: CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Unit Head/Division Head, Department Head

Purpose

Islamic Fintech is seen as driver, which can enable Islamic finance to attract more customers, increase efficiency, reduce costs, enhance innovation and help the industry achieve more regulatory and Shari'ah compliance. This course aims to highlight the relevance of rapidly emerging and growing Islamic Fintech industry and provide sound functional understanding of Islamic Fintech to offer Shari'ah-compliant business and financial solutions.

Prerequisite: Introduction to Islamic Banking

Learning Outcomes

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

- Islamic Banking and Finance concepts and use of FinTech in Islamic transactions.
- Kind of innovation which is undertaking the Islamic banking and financial landscape.
- Islamic Banking Product Innovation-Use of Technology; Fintech, Regtech, Shari'ah compliance.
- Fintech Application in Islamic Finance: (use cases), and how they are transforming the market.

Location: Dubai, AD, VILT

22 Legal Documentation for Islamic Banking Products and Transactions

New Course

Program Code: 1726 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Unit Head/Division Head, Department Head

Purpose

One of the main challenges encountered by professionals in structuring and offering Islamic banking products is to align the legal documentation with the principles of Shari'ah. The course aims to enable the participants to comprehend the legal and Shari'ah aspects governing Islamic banking documentation and identify the technical steps for flawless contract drafting ensuring accuracy and legals and shari'ah compliance.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- basic structures and procedures of drafting documents in Islamic banks.
- legal and Shari'ah aspects governing commercial transactions in Islamic banks.
- common errors in preparing Islamic financing documents and ensure accuracy and legals and shari'ah compliance documentation.
- technical steps for flawless contract drafting.

Location: Dubai

23 Sukuk

Program Code: 1717 | Course Type: CLASSROOM

Specialization | 1 Day | Team Leader/Manager, Unit Head/Division Head, Department Head

Purpose

The course helps participants learn the key concept of sukuk, their evolution, features and role in current Islamic finance industry. The course focuses on highlighting different sukuk structures and their uses in Islamic finance in contrasts with the conventional bonds. The participants shall comprehend different issues related to sukuk and identify the criteria and principles in structuring Sukuk.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- Features, types, evolution, current market trends of sukuk in Islamic finance industry.
- Key differences between conventional bond and Islamic sukuk.
- Sukuk structuring and issuance processes, AAOIFI Standard on Sukuk.
- Key sukuk types, structures, innovation - case studies.
- Current trend, issues and challenges related to sukuk: legal, credit, shari'ah, trading issues.

Location: Dubai, SHJ

24 AAOIFI Accounting Standards

Program Code: 1719 | Course Type: CLASSROOM

Masterclass | 2 Days | Team Leader/Manager, Unit Head/Division Head, Department Head

Purpose

The program aims to familiarize the participants with Islamic accounting principles and broad framework of accounting and financial reporting issues in Islamic financial institutions (IFIs). The participants shall identify the accounting objectives, reporting and disclosure requirements as well as Accounting Standards for IFIs developed by the Accounting & Auditing Organization for Islamic Financial Institutions (AAOIFI).

Prerequisite: Introduction to Islamic Banking

Learning Outcomes

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

- Financial reporting and accounting objectives and framework for Islamic financial institutions.
- Need for financial reporting and accounting standards to cater for the unique features of an Islamic financial institution (IFI); Limitations of International Financial Reporting Standards.
- Role of AAOIFI and the objectives and concepts of financial reporting for Islamic banks.
- AAOIFI Accounting Standards for Murabaha, ijarah, istisna'a, mudarabah, musharakah, and Investment Accounts.
- Appraisal of accounting and reporting practices of local and international Islamic banks.

Location: Dubai, AD

ISLAMIC BANKING

25 Risk Management in Islamic Banking

Program Code: 1720 | Course Type: CLASSROOM

Masterclass | 2 Days | Team Leader/Manager, Unit Head/Division Head, Department Head

Purpose

The course aims to provide comprehensive understanding of the Islamic perspectives on risks and its management. It familiarizes the participants with the types of risks involved in Islamic modes of financing and suggests ways to mitigate these risks. The participants shall develop a sound understanding of the risks facing Islamic banks and analyze the techniques and tools used for risk management by Islamic financial institutions.

Prerequisite: Introduction to Islamic Banking.

Learning Outcomes

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

- Overview of the financial risks; Islamic perspective on risk management.
- Risks exposure in Islamic banks: Credit risks, operational risks, market risks, investment return risks, liquidity risks, shari'ah-intrinsic risks etc.
- Credit and operational risk management in Islamic Banks.
- Types of risks involved in Islamic modes of financing and ways to mitigate the risks.
- Islamic Financial Services Board (IFSB) guidelines on risk management for Islamic financial institutions.

Location: Dubai, SHJ

26 Hedging & Liquidity Management in Islamic Banks EIF - Dar al Sharia - IIFM

New Course | Program Code: 2190 | Course Type: CLASS / VILT

Global Master Class | 2 Days | Team Leader/Manager, Unit Head/Division Head, Department Head

Purpose

The two days workshop on hedging and liquidity management shall equip professionals working in Islamic banks and financial institutions with the right knowledge and skills to ensure they are able to discharge their professional responsibilities related to Islamic treasury and risk management in an informed and effective manner.

Learning Outcomes

After the completion of this program, participants would be able to demonstrate clear understanding of the:

- Overview of liquidity management and hedging.
- Conventional vs Shari'ah-compliant risk mitigation.
- The underlying Shari'ah structures for hedging & liquidity management.
- Main structures adopted for liquidity management and hedging and the required documentation and execution process for Shari'ah-compliant alternatives.
- IIFM Standards on hedging and liquidity management including its application and adoption in day to day requirements.

Location: Dubai

27 Risk Management and Stress Testing for Islamic Financial Institutions EIF-BIBF-ISBD

New Course | Program Code: 2189 | Course Type: CLASS / VILT

Global Master Class | 2 Days | Team Leader/Manager, Unit Head/Division Head, Department Head

Purpose

The specialized course provides practical insights for having in place a sound risk management framework (including risk identification, risk monitoring, risk measurement and risk control) that enables Islamic banks to define their risk appetite and recognize all material risks, including the risks posed by concentrations, expected credit losses (ECL) under IFRS-9, Shariah-compliant securitization, and off-balance sheet and other risk exposures. The course also provides simulation of solvency stress testing under the IFSB framework and IFRS-9 ECL framework.

Learning Outcomes

After the completion of this program, participants would be able to demonstrate clear understanding of the:

- Governance and Risk management functions in Islamic Banks - Risk culture, Risk Tolerance, and Risk Appetite Statement.
- ypes of risk exposures in Islamic banks - Pillar 1 and Pillar 2 risks and Risk Management tools (e.g. V-a-R and Stress Testing).
- Role and Integration of ICAAP and ERM Frameworks for risk management in Islamic banks.
- Simulation of Solvency Stress Testing and Expected Credit Losses (ECL) under IFRS-9 for Islamic banks.
- Regulatory and Supervisory Approach for Islamic banks' Risk Management - Role of the BCBS and the IFSB in risk management.

Location: Dubai, VILT

28 Shari'ah Audit and Supervision: EIF - Dar Al Sharia

New Course | Program Code: 2191 | Course Type: CLASS / VILT

Global Master Class | 2 Days | Team Leader/Manager, Unit Head/Division Head, Department Head

Purpose

Shari'ah audit review is an examination of the extent of an Islamic financial institution's compliance in all its activities, including contracts, agreements, policies, products, transactions etc. with the rules of Islamic law- the Shari'ah. The advanced course aims to provide comprehensive and practical knowledge on Shari'ah compliance review, audit and governance procedures for Islamic financial institutions in line with the requirements of the Higher Shariah Authority (HSA) of the Central Bank of the UAE and in compliance with the standards of Accounting and Auditing Standards for Islamic Financial Institutions (AAOIFI).

Learning Outcomes

After the completion of this course, the learners would be able to demonstrate clear understanding of the:

- mportance of shari'ah audit and supervision in Islamic financial institutions
- the Shariah compliance supervision and audit framework and process for Islamic financial Institutions.
- the Shariah audit techniques, processes, strategies, and methods as per the AAOIFI Standards
- review process of the banking products, contracts, procedures, and operations to determine Shariah compliance.
- Assessment and communication of audit results to relevant stakeholders.

Location: Dubai, SHJ, AD, VILT

ISLAMIC BANKING

29 AAOIFI & EIF: Certified Islamic Banker

Program Code: 2721 | Course Type: CLASSROOM

Professional Qualification | 60 Hrs. | Entry Level, Senior Individual Contributor, Team Leader/Manager

Location: Dubai

Purpose

The program 'Certified Islamic Banker' aims to develop qualified personnel with deep and strong knowledge of Islamic banking as well as Islamic financial market products and operations as per the guidelines of the Shari'ah Standards of the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI).

The Central Bank of the UAE appointed Higher Shari'ah Authority (HSA) requires that all full-fledged Islamic banks, Islamic windows of conventional banks as well as finance companies offering Shari'ah compliant products and services in UAE must comply with the AAOIFI Shari'ah Standards.

This Certificate has been designed by the Emirates Institute of Finance in collaboration with AAOIFI to provide training program as required by the UAE Central Bank regulation.

Learning Outcomes

After the completion of this program, participants would be able to demonstrate clear understanding of the:

- Key guiding principles of Islamic banking and finance.
- Islamic banking VS conventional banking: main differences in fund management and operations.
- Regulatory and Shari'ah framework for Islamic banking and finance institutions.
- Overview of the AAOIFI Shari'ah Standards for most used transactions.
- Types and structure of Islamic banking products; liability products, asset products, corporate banking products; Investment products.
- Islamic financial market operations; Islamic stocks, Sukuk, Investment funds.
- Fintech application in Islamic finance.

30 Commodity Murabahah- Concept and Application in Islamic Banks EIF-Dar Al Sharia-DMCC

New Course | Program Code: 2192 | Course Type: CLASSROOM

Simulation | 1 Day | Team Leader/Manager, Unit Head/Division Head, Department Head

Location: Dubai

Purpose

Commodity Murabahah is one of the key financing techniques used to create liquidity for product structuring for personal finance, working capital finance, trade related products, risk hedging tools, and interbank transactions in Islamic banks and financial institutions. The simulation program aims to equip the participants with theoretical knowledge of the commodity murabahah on the one hand and the trade flow process of commodities in transaction on the other. In theoretical session the participants will learn the concept of commodity murabahah and its application in Islamic banks. The simulation session will demonstrate how DMCC Trade flow facilitates digital murabahah transactions for Islamic banks in the UAE.

Learning Outcomes

After the completion of this course, the learners would be able to demonstrate clear understanding of the:

- Concept of Commodity murabahah from shari'ah viewpoint
- AAOIFI guidelines on commodity murabahah and monetization (tawarruq)
- Utilization of commodity murabahah for product structuring in Islamic banks
- Trade flow of commodities and digital murabahah process on DMCC platform

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LEADERSHIP

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Programs of Leadership

Level **Intermediate**	Duration / Days
1. Building & Leading High - Performance Teams	1
2. Conscientious Leadership	1

Level **Specialization**	Duration / Days
1. Blue Ocean Strategy for Leaders	1
2. Developing Team Agility	1
3. Empowering Leaders with Design Thinking	1
4. Growth Mindset for Leaders	1
5. Innovative Leadership: Navigating Disruption and Change	1
6. Leadership Creativity in Problem Solving	2
7. Leadership Essential Competencies	2
8. Leading with Emotional Intelligence	1
9. Result Driven Performance	1
10. Strategic Leadership	1

LEADERSHIP

01 Building & Leading High - Performance Teams

Program Code: 1635 | Course Type: CLASS / VILT

Intermediate | 1 Day | Open to All

Purpose

A fundamental leadership competency crucial for any organization, particularly in a highly competitive environment, is the capacity to construct and guide high-performing teams. The proposed program is specifically designed to empower you with the essential skills and tools necessary for optimizing the potential of diverse teams, thereby amplifying productivity, efficiency, and overall effectiveness.

Learning Outcomes

- Describe Effective Team Characteristics.
- Differentiate Upward and Downward Communication.
- Define Team Roles and Objectives.
- Apply Conflict Management Strategies.
- Analyze Social Styles in Teams.
- Evaluate Trust and Communication in Team Culture.
- Demonstrate Effective Team Leadership.

Location: Dubai | SHJ | AD

02 Conscientious Leadership

Program Code: 1662 | Course Type: CLASSROOM

Intermediate | 1 Day | Open to All

Purpose

In the realm of conscientious leadership, the profound recognition that ethical behavior is not solely dependent on an individual's innate goodness but rather a complex interplay of values, external pressures, and choices forms the cornerstone.

Conscientious leaders understand the intricate dynamics behind ethical decision-making, acknowledging that it's a process initiated by ethical dilemmas. Their commitment goes beyond mere rhetoric; they endeavor to cultivate an organizational ethos where doing the right thing is a fundamental, unwavering principle.

This leadership program empowers leaders to navigate this intricate landscape, where they synthesize divergent values, creating a coherent strategy that enables their teams to confront and triumph over a myriad of ethical challenges.

Through this, conscientious leadership becomes more than a tagline - it becomes a transformative force that shapes not only organizations but also the broader landscape of business ethics, fostering integrity, trust, and responsibility at every level.

Learning Outcomes

- Understanding ethical dilemmas by identifying their key characteristics and factors that influence ethical decision-making.
- Comprehend the significance of an ethical workplace culture and how to encourage ethical behavior in employees.
- Apply strategies for addressing ethical challenges and integrating ethics into strategic planning.
- Analyze ethical issues, their root causes, and the impact of ethical leadership on an organization.
- Assess the effectiveness of awareness initiatives and the level of accountability in teams and the organization.
- Create methods for leading by example and construct plans to drive positive change and foster integrity and trust.

Location: Dubai | SHJ | AD

03 Blue Ocean Strategy for Leaders

Insurance Code: 4507 | Program Code: 1011 | Course Type: CLASSROOM

Specialization | 1 Day | Team leader / Managers / Department Head / CXO

Purpose

The purpose of training on Blue Ocean Strategy for leaders is to equip them with the essential knowledge and skills needed to break away from traditional competition and explore new, uncontested market spaces. By delving into the principles of Blue Ocean Strategy, leaders will learn how to identify and create innovative, value-driven opportunities that set their organization apart from the competition, driving growth and sustainable success. This training aims to inspire leaders to think outside the box, challenge conventional industry norms, and develop strategies that not only differentiate their company but also enhance customer satisfaction and employee motivation. Ultimately, it empowers leaders to become catalysts for transformative change and growth within their organizations, fostering a culture of innovation and strategic excellence.

Learning Outcomes

- Understand current market dynamics effectively.
- Analyze successful blue ocean strategy cases.
- Evaluate and define unmet customer requirements.
- Comprehend creative value innovation skills.
- Apply blue ocean strategies proficiently.
- Develop and adapt based on measured results.

Location: Dubai | SHJ | AD

LEADERSHIP

04 Developing Team Agility

Program Code: 1664
Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team leader, Manager, Unit / Department Head

Purpose

The "Developing Team Agility" program is dedicated to enhancing team effectiveness in today's dynamic and fast-paced work environments. It is designed to equip teams with the knowledge, skills, and strategies necessary to adapt quickly to change, collaborate seamlessly, and achieve exceptional results. Through experiential learning, participants will gain insights into the principles of agile teamwork, foster innovation, and develop a strong foundation for sustained high performance.

Learning Outcomes

- Understand agile team principles and methodologies.
- Comprehend teamwork nuances, like collaboration and flexibility.
- Apply agile practices to real projects effectively.
- Assess team performance, identify improvements using data and feedback.
- Create an agile team development plan for innovation and adaptability.

Location: Dubai, SHJ, AD

05 Empowering Leaders with Design Thinking

Program Code: 1822
Course Type: CLASSROOM

Specialization | 1 Day | Team leader / Managers / Department Head / CXO

Purpose

The purpose of the "Empowering Leaders with Design Thinking" program is to equip leaders with the knowledge and skills needed to adopt a human-centered, innovative, and collaborative approach, enabling them to harness the power of design thinking for more effective dilemma resolution. This program is designed to instill in leaders the mindset and tools required to drive innovation, enhance adaptability, and inspire transformative growth, specifically through the lens of design thinking principles.

Learning Outcomes

- Develop a comprehensive understanding of the core principles and methodologies of design thinking, with a focus on its application in leadership contexts.
- Apply design thinking techniques to real leadership challenges, fostering creativity and user-centric problem-solving within their teams and organizations.
- Evaluate leadership styles and strategies with the principles of design thinking to create an environment that encourages innovation, experimentation, and cross-functional collaboration.
- Understand leadership practices, fostering a culture that genuinely understands and addresses user needs in the pursuit of creating transformative solutions.
- Analyze design thinking as a strategic advantage, ensuring leaders can drive organizational change and remain responsive and competitive in an ever-evolving business landscape.

Location: Dubai, SHJ, AD

06 Growth Mindset for Leaders

Program Code: 1661
Course Type: CLASSROOM

Specialization | 1 Day | Open to all

Purpose

The purpose of the "Growth Mindset" training for leadership is to empower and equip leaders with the fundamental principles and skills needed to foster a growth-oriented culture within their organizations. By cultivating a mindset that embraces challenges, values continuous learning, and thrives on resilience, this training aims to inspire leaders to lead by example, encourage innovation, and support the development of their teams. Ultimately, it seeks to enable leaders to drive sustainable growth, adapt to changing circumstances, and unlock the full potential of both them and their teams, contributing to long-term success and progress in their respective organizations.

Learning Outcomes

- Identify fixed mindset behaviors and beliefs.
- Understand the importance of embracing challenges.
- Apply growth mindset techniques to leadership situations.
- Analyze the impact of growth mindset on team performance.
- Create strategies to overcome setbacks and obstacles.
- Assess personal and team growth through mindset changes.

Location: Dubai, SHJ, AD

LEADERSHIP

07 Innovative Leadership: Navigating Disruption and Change

Program Code: 1665 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team leader, Manager, Unit / Department Head / CXO

Purpose

"Innovative Leadership: Navigating Disruption and Change" is a groundbreaking initiative designed to empower leaders with the expertise and acumen necessary not just to excel in dynamic, uncertain environments, but also to instigate constructive transformations in their organizations and the broader community. Central to this program's mission is the cultivation of incisive analysis and creative solution-building capabilities among participants, ensuring their ability to scrutinize intricate situations and engineer inventive strategies.

Learning Outcomes

- Understanding of disruptive trends, recognizing the associated challenges and opportunities arising from change.
- Interpret the significance of disruptions, applying this insight to practical scenarios, enhancing their decision-making acumen.
- Apply interactive case studies and hands-on exercises, participants will refine their practical competencies to implement innovative solutions, tapping into their creative and adaptable potential.
- Critically assess the outcomes of different change navigation strategies, empowering them to discern the most effective approaches tailored to their unique contexts.
- Synthesize newly acquired knowledge, innovative thinking, and analytical capabilities into a harmonious synergy. This equips them to craft innovative solutions and lead substantial change within their organizations and broader leadership roles.

Location: Dubai | SHJ | AD

08 Creative Leadership and Problem Solving

Program Code: 1664 | Course Type: CLASSROOM

Specialization | 2 Days | Senior Individual Contributor, Team leader, Manager, Unit / Department Head / CXO

Purpose

The Creative Leadership and Problem Solving is designed to empower individuals across various professional domains with the knowledge and skills necessary to lead and inspire innovative problem-solving processes. This program aims to foster a dynamic and adaptive mindset among participants, equipping them with the tools to think outside the box, approach challenges with creative solutions, and guide their teams towards achieving breakthrough results. Through a real-world case studies, and practical exercises, this program not only cultivates leaders who can navigate complexity and uncertainty effectively but also encourages a culture of innovation and ingenuity within their organizations, ultimately driving growth and success in an ever-evolving world.

Learning Outcomes

- Identify key principles of effective leadership in diverse contexts, such as communication, decision-making, and conflict resolution.
- Demonstrate an understanding of leadership theories by explaining their relevance and implications for contemporary organizational challenges.
- Apply leadership concepts to analyze and address complex real-world problems in their respective fields.
- Critically evaluate leadership strategies and their outcomes, comparing various approaches to identify their strengths and weaknesses.
- Participants will design innovative leadership solutions tailored to specific scenarios, synthesizing knowledge from various sources to develop creative strategies.
- Assess the effectiveness of their leadership initiatives, employing data-driven metrics to measure the impact of their problem-solving approaches on organizational goals and outcomes.

Location: Dubai | SHJ | AD

09 Leadership Essential Competencies

Program Code: 1658 | Course Type: CLASSROOM

Specialization | 2 Days | Open to All

Purpose

The purpose of the Leadership Essential Competencies program is to equip individuals with the vital knowledge, skills, and mindset essential for becoming outstanding leaders within their respective domains. This program serves as the foundational stepping stone for an impactful leadership journey, offering participants a strong footing for personal and professional advancement, adept team leadership, and the capability to instigate positive transformations within their organizations and communities.

Learning Outcomes

- Comprehend the significance of self-awareness in leadership, grasping how it serves as the foundation for leveraging their unique qualities and continuous personal growth.
- Apply communication strategies to enhance their ability to communicate with impact, cultivate transparent dialogues, and build trust within their teams.
- Analyze real-world case studies, dissecting leadership principles and demonstrating their aptitude for informed decision-making, team motivation, and addressing leadership challenges.
- Evaluating the components of successful team leadership, including talent identification, conflict resolution, and the cultivation of a collaborative and innovative team culture.
- Apply negotiation techniques to practical scenarios, showcasing their ability to achieve mutually beneficial outcomes and effectively manage differences in leadership contexts.
- Create strategies and tactics, to set and achieve organizational goals, nurture a culture of continuous improvement, and adapt to the evolving demands of the modern business landscape, ultimately impacting their organization's success.

Location: Dubai | SHJ | AD

LEADERSHIP

10 Leading with Emotional Intelligence

Insurance Code: 4308 | Program Code: 1612 | Course Type: CLASS / VILT

Specialization | 1 Day | Team Leaders, Manager, Department Head

Purpose

Emotional intelligence has emerged as a significant area of research, particularly with regard to the management of emotions in the workplace. An essential component of this program entails a thorough self-assessment of one's emotional intelligence and the acquisition of skills to effectively regulate one's emotional responses, thereby facilitating the achievement of desired outcomes.

Learning Outcomes

- Apply emotional intelligence to real-life situations.
- Evaluate the impact of self-awareness on decision-making.
- Demonstrate empathy in diverse social contexts.
- Evaluate self-regulation in challenging scenarios.
- Analyze collaborative and productive relationships.

Location: Dubai | SHJ | AD

11 Result Driven Performance

Program Code: 1660 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team leader, Manager, Unit / Department Head

Purpose

The aim of the "Result-Driven Performance" leadership training is to equip leaders with the knowledge, skills, and mindset necessary to drive tangible and sustainable outcomes within their organizations. This program is designed to enhance leadership effectiveness by instilling a results-oriented approach, fostering strategic thinking, empowering teams, promoting adaptability, and emphasizing the importance of accountability, all with the ultimate goal of achieving and exceeding performance targets while ensuring long-term organizational success.

Learning Outcomes

- Define key performance indicators (KPIs) and their significance in organizational performance management.
- Describe the principles of strategic thinking and their relevance to leadership.
- Explain the concept of accountability and its role in driving results.
- Identify common barriers to achieving result-driven performance within an organization.
- Analyze the importance of sustainable performance and its impact on long-term success.

Location: Dubai | SHJ | AD

12 Strategic Leadership

Program Code: 1659 | Course Type: CLASSROOM

Specialization | 1 Day | Team leader / Managers / Department Head / CXO

Purpose

This leadership training aims to empower leaders with the knowledge and skills necessary to design and execute effective strategies that drive organizational success and growth. Participants will enhance their strategic thinking, decision-making, and execution abilities, enabling them to lead their teams and organizations towards sustainable success in a rapidly evolving business landscape.

Learning Outcomes

- Understand the core concepts of strategic planning, including SWOT analysis, competitive positioning, and industry trends.
- Comprehend of various strategic models and frameworks and their applicability to real-world business scenarios.
- Apply strategic planning principles to create a tailored strategic roadmap for their organization, integrating short-term and long-term objectives.
- Evaluate and critique existing organizational strategies, identifying areas for improvement and innovation.
- Demonstrate innovative, data-driven strategies that capitalize on emerging opportunities, and design a comprehensive execution plan to translate these strategies into tangible results.

Location: Dubai | SHJ | AD

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MANAGEMENT SKILLS

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Programs of Management Skills

Management Skills
Levels / Programs

Level	Foundation	Duration / Days
•	Leading Remote Teams	1

Level	Intermediate	Duration / Days
1.	Effective Decision Making Essentials	1
2.	Managing Multiple Tasks Priorities & Deadlines	1

Level	Specialization	Duration / Days
1.	Coaching Skills for Managers	1
2.	Managerial Feedback	1
3.	Project Management Essentials	1
4.	Performance Management & Appraisals	1

MANAGEMENT SKILLS

01 Leading Remote Teams

Insurance Code	Program Code	Course Type
4800	1676	CLASS / VILT

Foundation | 1 Day | Open to All

Purpose

The "Leading Remote Teams" training program is designed to equip leaders with the skills and knowledge needed to effectively lead and manage remote teams in today's dynamic and increasingly digital work environment. This program aims to help leaders harness the latest trends and best practices in remote team leadership to drive productivity, engagement, and innovation, ultimately contributing to the success of their organizations in the modern world.

Learning Outcomes

- Understand the basics of remote leadership, including trust and communication.
- Comprehend emerging trends and technologies in remote work management.
- Apply strategies like agile methodologies for enhanced remote team productivity.
- Analyze the impact of remote work on team dynamics and well-being.
- Evaluate personal leadership style and align it with current trends.
- Create a customized action plan for fostering innovation and adaptability in remote teams.

Location: Dubai, SHJ, AD

02 Effective Decision Making Essentials

Program Code	Course Type
1666	CLASS / VILT

Intermediate | 1 Day | Senior Individual Contributor / Team Leaders/ Manager

Purpose

The purpose of the "Effective Decision Making Essentials" training for management skills is to equip professionals with the knowledge and tools necessary to make sound, timely, and well-informed decisions in the complex and dynamic business environment. This comprehensive program aims to enhance participants' critical thinking, problem-solving, and analytical abilities, enabling them to navigate uncertainty, prioritize objectives, evaluate risks, and optimize outcomes. By fostering a systematic approach to decision-making, this training empowers managers to lead their teams more effectively, drive organizational success, and adapt to ever-changing business landscapes with confidence and competence.

Learning Outcomes

- Analyze complex situations, ensuring informed decision-making through a comprehensive evaluation process.
- Demonstrating critical thinking, participants assess and choose the most suitable options from various alternatives, emphasizing a thoughtful decision-making approach.
- Apply knowledge and skills to prioritize objectives in alignment with organizational goals, fostering effective and goal-driven decision-making.
- Critically evaluate potential risks, ensuring effective risk management and informed decision-making in dynamic business environments.
- Optimize outcomes through data-driven decision processes.
- Apply decision-making skills in real-world situations, successfully navigating dynamic landscapes.

Location: Dubai, SHJ, AD

03 Managing Multiple Tasks Priorities & Deadlines

Insurance Code	Program Code	Course Type
4815	1634	CLASSROOM

Intermediate | 1 Day | Open to All

Purpose

The objective of the "Managing Multiple Task Priorities and Deadlines" program is to empower current and aspiring leaders with the crucial skills and methodologies essential for effectively orchestrating the multifaceted demands of a dynamic workplace. This module will provide participants with the tools and knowledge required to adeptly prioritize tasks, establish and adhere to critical deadlines, allocate resources judiciously, and adapt swiftly to evolving priorities. By honing these vital competencies, participants will bolster their capacity to lead and manage teams, drive optimal productivity, and ensure consistent goal attainment, thereby contributing to organizational success in an ever-changing and competitive business landscape.

Learning Outcomes

- Define the key principles of task prioritization and deadline management.
- Explain the importance of resource allocation in effective leadership.
- Demonstrate the ability to create a priority-based task list.
- Evaluate the impact of evolving priorities on team performance.
- Develop a strategic plan for consistent goal attainment.

Location: Dubai, SHJ, AD

04 Coaching Skills for Managers

Insurance Code	Program Code	Course Type
4320	1641	CLASSROOM

Specialization | 1 Day | Senior Individual Contributor / Team Leaders / Manager

Purpose

The comprehensive purpose of coaching skills for managers is to equip them with the knowledge, tools, and abilities necessary to become effective coaches who can inspire, guide, and develop their team members to their fullest potential. This purpose encompasses enabling managers to create a positive and growth-oriented work environment, fostering strong interpersonal relationships, and nurturing individual and team capabilities. Through these coaching skills, managers can ultimately drive employee engagement, motivation, and productivity while contributing to the organization's long-term success and the development of a highly skilled and empowered workforce.

Learning Outcomes

- Understand the fundamental principles of coaching, including active listening, feedback, and goal setting.
- Demonstrate an understanding of the psychological and emotional dynamics involved in coaching relationships and how they impact performance.
- Apply coaching techniques in real-world scenarios to improve employee performance and development.
- Critically evaluate coaching sessions to identify areas for improvement and adjust their coaching strategies accordingly.
- Create personalized coaching plans for their team members, integrating various coaching techniques to address specific performance challenges.
- Measure and assess the effectiveness of their coaching efforts, tracking improvements in individual and team performance, and adapting their coaching strategies as needed.

Location: Dubai, SHJ, AD

MANAGEMENT SKILLS

05 Managerial Feedback

Program Code: 1686 | Course Type: CLASSROOM

Specialization | 1 Day | Team leader / Managers / Department Head / CXO

Purpose

The purpose of our Managerial Feedback program is to equip managers with the essential skills and tools necessary to provide constructive and effective feedback to their teams. This program empowers managers to enhance team performance, foster a culture of continuous improvement, and strengthen communication within their organizations. By focusing on the art of giving feedback, our program aims to develop the leadership abilities of managers, ultimately leading to more engaged, motivated, and high-performing teams. Through practical techniques and real-world scenarios, participants will learn how to navigate delicate conversations, offer praise and constructive criticism, and build stronger working relationships with their team members, resulting in a more productive and harmonious workplace.

Learning Outcomes

- Identify the key principles of effective feedback delivery.
- Explain the impact of constructive feedback on team performance and organizational culture.
- Demonstrate the ability to provide specific, actionable feedback in simulated scenarios.
- Assess the potential barriers and challenges in giving feedback and propose strategies to overcome them.
- Create personalized feedback approaches that suit individual team members' needs and preferences.
- Evaluate the effectiveness of feedback conversations through self-assessment and feedback from team members.

Location: Dubai | SHJ | AD

06 Project Management Essentials

Insurance Code: 4323 | Program Code: 1617 | Course Type: CLASS / VILT

Specialization | 1 Day | Entry level professionals, Team leader / Managers / Department Head / CXO

Purpose

In light of the intensifying competitive environment in the business sphere, enterprises are increasingly compelled to assume a greater volume of projects.Nevertheless, it is not uncommon for enterprises to encounter a shortage of seasoned project management professionals to effectively oversee these initiatives. Within the framework of this program, participants will be empowered to enhance their skills and proficiency by engaging with the pivotal tools and techniques that have demonstrated their unequivocal importance in driving project management success.

Learning Outcomes

- Define key concepts and roles in project management.
- Create a project's Work Breakdown Structure (WBS).
- Evaluate project time and cost.
- Assess resources and work assignments.
- Assign ownership for project tasks.
- Develop a project budget, following PMI guidelines.

Location: Dubai | SHJ | AD

07 Performance Management & Appraisals

Program Code: 1613 | Course Type: CLASS / VILT

Specialization | 1 Day | Team leader / Managers / Department Head / CXO

Purpose

This aim is Performance Management and Appraisals training is designed for leaders to equip with the essential knowledge and skills needed to effectively lead their teams in achieving organizational goals through performance evaluation and feedback processes. This program will focus on aligning performance management with business objectives, fostering a culture of continuous improvement, and enhancing leadership skills to drive employee growth and engagement.

Learning Outcomes

- Identify the components of effective performance management.
- Comprehend the connection between clear expectations and goal achievement.
- Demonstrate the creation of development plans that drive improvement.
- Analyze feedback data to identify patterns and areas for development.
- Understand the strategic utilization of performance appraisals in recognizing and retaining high-performing talent within the organization.

Location: Dubai | SHJ | AD

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LEADERSHIP - PSYCHOMETRIC ASSESSMENT

Program Code: ASSESSMENT
Course Type: CLASSROOM

Specialization

Purpose

The pre-assessment is conducted at the beginning of the leadership development program. It serves as a diagnostic tool to understand the current knowledge, skills, and capabilities of the participants.

Location: Dubai, SHJ, AD

MODEL 1 Leadership Essential Competencies

Program Code: 1658
Course Type: CLASSROOM

Specialization

2 Days

Entry level, Senior Individual Contributor, Team Leader/Manager

Purpose

The purpose of the Leadership Essential Competencies program is to equip individuals with the vital knowledge, skills, and mindset essential for becoming outstanding leaders within their respective domains. This program serves as the foundational steppingstone for an impactful leadership journey, offering participants a strong footing for personal and professional advancement, adept team leadership, and the capability to instigate positive transformations within their organizations and communities.

Learning Outcomes

- Understand the significance of self-awareness in leadership, grasping how it serves as the foundation for leveraging their unique qualities and continuous personal growth.
- Apply communication strategies to enhance their ability to communicate with impact, cultivate transparent dialogues, and build trust within their teams.
- Analyze real-world case studies, dissecting leadership principles and demonstrating their aptitude for informed decision-making, team motivation, and addressing leadership challenges.
- Evaluating the components of successful team leadership, including talent identification, conflict resolution, and the cultivation of a collaborative and innovative team culture.
- Apply negotiation techniques to practical scenarios, showcasing their ability to achieve mutually beneficial outcomes and effectively manage differences in leadership contexts.
- Create strategies and tactics, to set and achieve organizational goals, nurture a culture of continuous improvement, and adapt to the evolving demands of the modern business landscape, ultimately impacting their organization's success.

Location: Dubai, SHJ, AD

MODEL 2 Conscientious Leadership

Program Code: 1662
Course Type: CLASSROOM

Specialization

1 Day

Entry level, Senior Individual Contributor, Team Leader/Manager

Purpose

In the realm of conscientious leadership, the profound recognition that ethical behavior is not solely dependent on an individual's innate goodness but rather a complex interplay of values, external pressures, and choices forms the cornerstone. Conscientious leaders understand the intricate dynamics behind ethical decision-making, acknowledging that it's a process initiated by ethical dilemmas. Their commitment goes beyond mere rhetoric; they endeavor to cultivate an organizational ethos where doing the right thing is a fundamental, unwavering principle. This leadership program empowers leaders to navigate this intricate landscape, where they synthesize divergent values, creating a coherent strategy that enables their teams to confront and triumph over a myriad of ethical challenges. Through this, conscientious leadership becomes more than a tagline – it becomes a transformative force that shapes not only organizations but also the broader landscape of business ethics, fostering integrity, trust, and responsibility at every level.

Learning Outcomes

- Understanding ethical dilemmas by identifying their key characteristics and factors that influence ethical decision-making.
- Comprehend the significance of an ethical workplace culture and how to encourage ethical behavior in employees.
- Apply strategies for addressing ethical challenges and integrating ethics into strategic planning.
- Analyze ethical issues, their root causes, and the impact of ethical leadership on an organization.
- Assess the effectiveness of awareness initiatives and the level of accountability in teams and the organization.
- Create methods for leading by example and construct plans to drive positive change and foster integrity and trust.

Location: Dubai, SHJ, AD

MINI - MBA

MODEL 3 Project Management Essentials

Program Code: 1669 | Course Type: CLASSROOM

Specialization | 1 Day | Entry level, Senior Individual Contributor, Team Leader/Manager

Purpose

In light of the intensifying competitive environment in the business sphere, enterprises are increasingly compelled to assume a greater volume of projects. Nevertheless, it is not uncommon for enterprises to encounter a shortage of seasoned project management professionals to effectively oversee these initiatives. Within the framework of this program, participants will be empowered to enhance their skills and proficiency by engaging with the pivotal tools and techniques that have demonstrated their unequivocal importance in driving project management success.

Learning Outcomes

- Define key concepts and roles in project management.
- Create a project's Work Breakdown Structure (WBS).
- Evaluate project time and cost.
- Assess resources and work assignments.
- Assign ownership for project tasks.
- Develop a project budget, following PMI guidelines.

Location: Dubai | SHJ | AD

MODEL 4 Emerging Technology for Managers

Program Code: 1671 | Course Type: CLASSROOM

Specialization | 2 Days | Team Leader/Manager, Unit Head/Division Head, Department Head/CXO

Purpose

The purpose of the "Emerging Technology for Managers" course is to equip current and aspiring managers with the knowledge and skills necessary to navigate and harness the transformative power of cutting-edge technologies in today's dynamic business landscape. In an era marked by rapid technological advancements, this course aims to empower managers to stay ahead of the curve, fostering innovation, efficiency, and competitive advantage within their organizations. Participants will gain a comprehensive understanding of emerging technologies such as artificial intelligence, blockchain, IoT, and data analytics, enabling them to make informed strategic decisions, drive digital transformation initiatives, and lead their teams effectively in a technology-driven world. This course ultimately seeks to bridge the gap between managerial expertise and technological proficiency, preparing leaders to leverage innovation as a strategic asset for business growth and success.

Learning Outcomes

- Understand and articulate the fundamental principles and applications of key emerging technologies, including artificial intelligence, blockchain, IoT, and data analytics.
- Analyze the potential implications of these technologies on diverse industries and business models and discern their relevance to specific organizational needs and objectives.
- Evaluate, select, and proficiently apply appropriate emerging technologies to address real-world business challenges, integrating them effectively into hypothetical organizational scenarios.
- Assess the ethical considerations, advantages, and disadvantages associated with the adoption of emerging technologies, offering informed comparisons and contrasts.
- Develop comprehensive strategic plans for the strategic integration and implementation of emerging technologies within organizations, fostering innovation and identifying opportunities for new business development.
- Critically appraise the impact and effectiveness of technology-driven strategies in achieving organizational objectives and assess the real-world implications of technology implementations through case studies and practical examples.

Location: Dubai | SHJ | AD

MODEL 5 Agile Excellence for Sustainable Success

Program Code: 1671 | Course Type: CLASSROOM

Specialization | 1 Day | Team Leader/Manager, Unit Head/Division Head, Department Head/CXO

Purpose

This program equips participants with the knowledge and skills needed to excel in a dynamic business environment. It focuses on Agile principles, methodologies, and performance management to lead teams and organizations to sustainable success. Participants gain a deep understanding of Agile, KPIs, and how to enhance collaboration. They master Agile frameworks, emphasizing accountability and results. The program equips them to assess and improve team and organizational performance using data and feedback and addresses common barriers to agility. Graduates are prepared to lead Agile transformations for long-term success.

Learning Outcomes

- Demonstrate knowledge of Agile methodologies like Scrum, Kanban, and Lean and understand the underlying values and principles of the Agile Manifesto.
- Understand the concept of Key Performance Indicators (KPIs) and their role in performance management and recognize the relevant KPIs for various organizational functions.
- Apply Agile practices in real projects and understand the importance of accountability, self-organization, and strategic thinking to align projects with organizational goals.
- Analyze team and organizational performance using data and feedback and apply this analysis to identify areas for improvement and develop actionable plans.
- Evaluate common barriers to achieving agility and result-driven performance, evaluate these barriers, and apply strategies to overcome them, with a focus on sustainable and long-term success in Agile transformations.

Location: Dubai | SHJ | AD

MINI - MBA

MODEL 6 Strategic Thinking & Decision Making

Program Code: 1672
Course Type: CLASSROOM

Specialization

2 Days

Team Leader/Manager, Unit Head/Division Head, Department Head/CXO

Purpose

The "Strategic Thinking & Decision Making" program is tailored to equip experienced and emerging leaders with the advanced knowledge and skills necessary to excel in complex, dynamic, and competitive environments. This program's core purpose is to foster strategic thinking, enabling leaders to identify opportunities, navigate uncertainties, and make informed decisions that drive organizational success. Through a blend of theory, practical case studies, and real-world application, this program aims to empower leaders to effectively guide their organizations toward long-term growth and strategic excellence.

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Learning Outcomes

- Understanding of advanced strategic concepts, tools, and frameworks used in decision-making and leadership.
- Evaluate the subtleties of strategic thinking and its impact on organizational success, while also assessing their roles in this process.
- Apply strategic thinking to real-world leadership challenges, effectively developing and executing strategic plans that align with organizational goals.
- Analyzing through critical assessment, leaders will evaluate the effectiveness of strategic decisions and leadership approaches, using data-driven insights to identify factors contributing to success or failure.
- Create a comprehensive strategic leadership plan, integrating their advanced knowledge and experiences to foster a culture of strategic excellence, drive growth, and lead their organizations to sustained success.

Location: Dubai, SHJ, AD

MODEL 7 Driving Innovation Leading Disruption & Change

Program Code: 1685
Course Type: CLASSROOM

Specialization

1 Day

Team Leader/Manager, Unit Head/Division Head, Department Head/CXO

Purpose

Innovative Leadership: Navigating Disruption and Change program is designed to empower leaders with the expertise and acumen necessary not just to excel in dynamic, uncertain environments, but also to instigate constructive transformations in their organizations and the broader community. Central to this program's mission is the cultivation of incisive analysis and creative solution-building capabilities among participants, ensuring their ability to scrutinize intricate situations and engineer inventive strategies.

Learning Outcomes

- Understanding of disruptive trends, recognizing the associated challenges and opportunities arising from change.
- Interpret the significance of disruptions, applying this insight to practical scenarios, enhancing their decision-making acumen.
- Apply interactive case studies and hands-on exercises, participants will refine their practical competencies to implement innovative solutions, tapping into their creative and adaptable potential.
- Critically assess the outcomes of different change navigation strategies, empowering them to discern the most effective approaches tailored to their unique contexts.
- Synthesize newly acquired knowledge, innovative thinking, and analytical capabilities into a harmonious synergy. This equips them to craft innovative solutions and lead substantial change within their organizations and broader leadership roles.

Location: Dubai, SHJ, AD

CAPSTONE PROJECT CERTIFICATION

Program Code: 2178
Course Type: CLASSROOM

Specialization

Purpose

The capstone project is the culmination of the leadership development program. It is designed to allow participants to apply the knowledge and skills they have acquired throughout the program to a real-world leadership challenge.

Location: Dubai, SHJ, AD

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PERSONAL DEVELOPMENT

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Programs of Personal Development

Level **Foundation**	Duration / Days
1. Art of Networking	1
2. Basic Arabic Communication for Non Native Speakers	2
3. Business Etiquette	e-learning
4. Diversity & Inclusion	1
New 5. Emotional Intelligence for Professional Success	1
New 6. Exploring the Habits of Highly Effective People	1
7. Getting Most Out of Your 24 Hours	e-learning
8. Managing Change & Uncertainty	1
9. Managing Stress at the Workplace	e-learning
10. Mindfulness 101	1
11. Personal Branding	1
New 12. Personal Development Crash Course Day	1
13. Stress Management	1
14. The Happy Life	e-learning
15. Work Life Balance	1

Level **Intermediate**	Duration / Days
1. Creating Goodwill with Emails	e-learning
2. English Punctuation	e-learning
3. Influence Without Authority	1
4. Introduction to Mindfulness	e-learning
5. Overcoming Procrastination	e-learning
6. Productive Presentations	e-learning
7. Staying Positive During Disruptive Times	e-learning
8. Teamwork and Collaboration	1
9. Working from Home: Tips and Tricks	e-learning

PERSONAL DEVELOPMENT

01 Art of Networking

Insurance Code	Program Code	Course Type	Lab
4337	1643	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

This course aims to help you learn how to network effectively to achieve success. You'll discover how to build and maintain important professional connections, understand the ins and outs of building relationships, and use networking opportunities to boost your personal and career development.

Learning Outcomes

After completing this course, learners will be able to:

- Understand the principles of networking for success.
- Demonstrate the ability to create, maintain, and develop professional networks.
- Showcase your value and project yourself effectively.
- Identify the do's and don'ts in professional networking.

Location: Dubai, AD

02 Basic Arabic Communication for Non Native Speakers

Insurance Code	Program Code	Course Type	Lab
4809	1640	CLASS / VILT	NO

Foundation | 2 Days | Open to all

Purpose

This 2-day course is designed for individuals who don't speak Arabic but want to learn how to communicate in basic Arabic. It will assist them in enhancing their interactions with customers and in their social lives. Please note that this course focuses solely on basic spoken communication and does not include writing skills.

Learning Outcomes

After completing this course, learners will be able to:

- Demonstrate basic communication skills in Arabic.
- Apply everyday words and sentences effectively.
- Utilize basic Arabic for workplace and social interactions.

Location: Dubai, SHJ, AD

03 Business Etiquette

Program Code	Course Type	Lab
6210	E-LEARNING	NO

Foundation | - | Open to all

Purpose

The purpose of this training is to understand appropriate workplace behaviors to practice in order to thrive in professional spaces. It also details unprofessional and distracting behaviors to minimize and/or avoid while at work.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize the significance of business etiquette in professional settings.
- Differentiate between appropriate and inappropriate professional behaviors and attire.
- Identify and avoid distracting behaviors in the workplace.

Location: Online

04 Diversity & Inclusion

Program Code	Course Type	Lab
1631	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

The workforce has changed a lot in recent years because of the global market. In a country like the UAE, where the workforce is very diverse, it's really important for everyone to understand and value workplace diversity.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize the significance of diversity. • Identify different forms of discrimination.
- Demonstrate collaboration in a diverse work environment.
- Promote a culture of inclusion and equality.
- Assess the effectiveness of diversity and inclusion initiatives within an organization, develop a plan for ongoing improvement, and justify the business benefits of promoting diversity and inclusion in the workplace.

Location: Dubai, SHJ, AD

PERSONAL DEVELOPMENT

05 Emotional Intelligence for Professional Success

New Course

Program Code	Course Type	Lab
1683	CLASS / VILT	NO

Foundation | 2 Days | Open to all

Purpose

In today's competitive professional landscape, success goes beyond technical skills and qualifications. Emotional Intelligence (EI) has emerged as a critical factor in achieving career advancement, building strong relationships, and thriving in the workplace.

This course is designed to equip you with the essential tools and insights needed to harness the power of EI in your career journey.

Learning Outcomes

After completing this course, learners will be able to:

- Apply techniques for improving one's self-awareness, self-regulation, motivation and empathy at work.
- Evaluate one's communication and conflict management styles as a means to improve communication with clients and colleagues.
- Apply self-assessment results to identify strengths and areas for growth to boost emotional intelligence.

Location: Dubai, AD

06 Exploring the Habits of Highly Effective People

New Course

Program Code	Course Type	Lab
1682	CLASS / VILT	NO

Foundation | - | Open to all

Purpose

Unlock your full potential and boost your personal and professional effectiveness . This course can foster a proactive and values-driven approach to work, leading to higher job satisfaction, enhanced problem-solving abilities, and improved relationships with colleagues and clients.

Learning Outcomes

After completing this course, learners will be able to:

- emonstrate self-management by responsibly managing actions, choices, and responses.
- Formulate a mission statement and establish clear, values-aligned goals.
- Apply task prioritization by focusing on important tasks while avoiding distractions.
- Employ enhanced communication skills to enhance relationships, resolve conflicts, and communicate effectively with empathy and a positive approach.

Location: Dubai, AD

07 Getting Most Out of Your 24 Hours

Insurance Code	Program Code	Course Type	Lab
4814	1623	E-LEARNING	NO

Foundation | - | Open to All

Purpose

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

Learning Outcomes

After completing this course, learners will be able to:

- Recognize the significance of time as a valuable resource.
- Identify common time stealers and distractions.
- Analyze personal time usage and inefficiencies.
- Apply effective time management techniques.

Location: Online

08 Managing Change & Uncertainty

Insurance Code	Program Code	Course Type	Lab
4814	1628	CLASS / VILT	NO

Foundation | 1 Day | Open to all

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 Outcomes

After completing this course, learners will be able to:

- Assess the significance of fostering tolerance for change and uncertainty.
- Analyze the root causes of uncertainty.
- Evaluate different strategies for effectively managing uncertainty.
- Apply methods to support employees in coping with uncertainty and navigating change

Location: Dubai, AD

PERSONAL DEVELOPMENT

09 Managing Stress at the Workplace

Program Code	Course Type	Lab
6003	E-LEARNING	NO

Foundation | - | Open to All

Purpose

This training focuses on managing stress as experienced in the workplace. It specifically aims to understand the effects stress has on our physical bodies, as well as suggested techniques to practice in order to better manage our stress.

Learning Outcomes

After completing this course, learners will be able to:

- Understanding stress and its influence on our bodies.
- Discuss leading stressors at work.
- Employ stress management techniques.

Location: Online

10 Mindfulness 101

Insurance Code	Program Code	Course Type	Lab
4810	1642	CLASS / VILT	NO

Foundation | 1 Day | Open to all

Purpose

Mindfulness 101 aims to provide learners with the tools and techniques they need to incorporate mindfulness and presence into their daily lives. Through practice exercises, discussion, and reflection, learners will develop a deeper understanding of mindfulness, its benefits, and how to create a daily mindfulness practice.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze the benefits of mindfulness and its impact on personal and professional life.
- Evaluate and reflect on different mindfulness techniques and their effectiveness.
- Design an individualized mindfulness practice for home or work.

Location: Dubai, AD

11 Personal Development Crash Course Day

New Course

Program Code	Course Type	Lab
1684	CLASSROOM	NO

Foundation | 1 Day | Open to All

Purpose

Explore three distinct Personal Development micro-learnings in a single day. This one-day event will help you gain valuable insights into a broad range of topics delivered by three different trainers. You will explore Getting the Most Out of Your 24 Hours, An Introduction to Creative Thinking and Problem Solving and An Introduction to the Growth Mindset.

1. **Getting Most Out of Your 24 Hours:**
   Everyone has the same 24 hours. But some are effective in achieving many things within that period. This session aims at sharing some methods and best practices to get most out of your time.
2. **Introduction to the Growth Mindset:**
   Unleash your capacity for growth and personal development. Acquire valuable insights and practical strategies to cultivate a mindset of continuous learning and resilience in both your personal and professional life. This session will explore the Growth Mindset.
3. **Introduction to Thinking Creatively and Problem Solving:**
   Creative thinking and problem solving are key competencies in a highly disruptive banking era. There are always opportunities to come up with new ideas, improve processes, and enhance the customer experience. This session will help learners develop their skills in thinking creatively and solving problems more effectively.

Learning Outcomes

After completing this day, learners will be able to:

1. **Getting Most Out of Your 24 Hours: After completing this session, learners will be able to:**
   - Recognize the significance of time as a valuable resource.
   - Identify common time stealers and distractions.
   - Analyze personal time usage and inefficiencies.
   - Apply effective time management techniques.
2. **Introduction to the Growth Mindset: By the end of this session, participants will be able to:**
   - Recognize the advantages of a Growth Mindset, such as improved resilience, motivation, and a willingness to face challenges.
   - Understand the basics of neuroplasticity and how the brain adapts and grows through learning and practice.
   - Begin to shift their perspective to see challenges as chances for personal and professional growth, rather than as threats.
   - Appreciate the importance of consistent effort and persistence in pursuing mastery and success in different pursuits.
3. **Introduction to Thinking Creatively and Problem Solving: By the end of this session, participants will be able to:**
   - Apply logical and creative thinking models to enhance problem-solving.
   - Begin to use creativity and lateral thinking as tools for business.
   - Analyze and address real-life workplace problems.
   - Understand the concept of human-centric problem-solving.

Location: Dubai

PERSONAL DEVELOPMENT

12 Personal Branding

Insurance Code	Program Code	Course Type	Lab
4340	1627	CLASS / VILT	NO

Foundation | 1 Day | Senior Individual Contributor, Team Lead/Manager, Unit Head

Purpose

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

Learning Outcomes

After completing this course, learners will be able to:

- Define the concept of personal branding.
- Distinguish and articulate unique qualities that define your brand.
- Demonstrate effective communication of your personal brand.
- Implement strategies to enhance the visibility of your personal brand.

Location: Dubai

13 Stress Management

Insurance Code	Program Code	Course Type	Lab
4303	1609	CLASS / VILT	NO

Foundation | 1 Day | Open to all

Purpose

Stress has emerged as a pervasive concern in today's workplace, significantly impacting both productivity and the well-being of employees. This one-day program is designed to equip participants with effective stress management techniques.

Learning Outcomes

After completing this course, learners will be able to:

- Demonstrate an understanding of stress and its impact on well-being.
- Analyze the underlying factors that contribute to stress.
- Acquire a diverse range of stress management techniques and demonstrate their application.
- Prioritize tasks and navigate high-pressure situations effectively.

Location: Dubai, SHJ, AD

14 The Happy Life

Program Code	Course Type	Lab
6131	E-LEARNING	NO

Foundation | - | Open to all

Purpose

This microlearning course talks about tips and tricks to lead a happier life.

Learning Outcomes

After completing this course, learners will be able to:

- Apply the concept of "you-attitude" in communication.
- Demonstrate the skill of positive emphasis in written and spoken language.
- Utilize bias-free language to promote inclusive and respectful communication.

Location: Online

15 Work Life Balance

Insurance Code	Program Code	Course Type	Lab
4330	1629	CLASS / VILT	NO

Foundation | 1 Day | Open to all

Purpose

When employees balance their personal and professional lives well, they can contribute better to their work and organization. This course helps learners find effective ways to blend their personal and professional lives seamlessly.

Learning Outcomes

After completing this course, learners will be able to:

- Improve productivity and efficiency.
- Establish balance through intentional planning.
- Create a personal development plan.
- Define clear boundaries between personal and work time.
- Apply mindfulness meditation techniques.

Location: Dubai, SHJ, AD

PERSONAL DEVELOPMENT

16 Creating Goodwill with Emails

Program Code	Course Type	Lab
6124	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

This course discusses ways to make messages friendlier, more persuasive, and more humane by focusing on you-attitude, positive emphasis, and bias-free language.

Learning Outcomes

After completing this course, learners will be able to:

- Demonstrate strategies for achieving happiness through wellness.
- Analyze the significance of acts of kindness in promoting well-being.
- Evaluate the role of gratitude in enhancing happiness.
- Examine the impact of exercise, sleep, and meditation on overall wellness.

Location: Online

17 English Punctuation

Program Code	Course Type	Lab
6120	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

The purpose of this training is to understand how to use apostrophes and commas correctly in English sentences. It details how to use apostrophes to show contraction and possession, while also explaining how to use commas between independent and dependent clauses.

Learning Outcomes

After completing this course, learners will be able to:

- Utilize apostrophes to show contraction and possession.
- Apply the use of commas with introductory phrases and coordinating conjunctions.
- Employ commas to show the relationship between independent and dependent clauses.

Location: Online

18 Influence Without Authority

Insurance Code	Program Code	Course Type	Lab
4813	1679	CLASS / VILT	NO

Intermediate | 1 Day | Open to all

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 show learners how to lead without a title.

Learning Outcomes

After completing this course, learners will be able to:

- Apply techniques for positively persuading others to support your ideas.
- Establish conditions to gain respect and credibility.
- Demonstrate the ability to remain composed under pressure.
- Implement guidelines for providing constructive criticism effectively.
- Apply best practices for composing persuasive emails.

Location: Dubai, AD

19 Introduction to Mindfulness

Program Code	Course Type	Lab
6130	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

This training aims to introduce learners to the practice of mindfulness. It details what mindfulness is, why it's a challenging yet beneficial practice and concludes with realistic mindfulness practices everyone can implement.

Learning Outcomes

After completing this course, learners will be able to:

- Understand what mindfulness and mindlessness are.
- Recognize the diverse benefits of a mindfulness practice on the brain and body.
- Learn and utilize simple mindfulness practices that can be used every day.

Location: Online

PERSONAL DEVELOPMENT

20 Overcoming Procrastination

Program Code	Course Type	Lab
6076	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

In this course you will learn the psychological basis of procrastination and why quick fix solutions don't work. Also, you will learn to identify the triggers that cause people to put off important tasks and practical and useable tactics to stop procrastinating.

Learning Outcomes

After completing this course, learners will be able to:

- Define the concept of procrastination.
- Analyze the common justifications people use for procrastination.
- Apply practical strategies to effectively overcome procrastination.

Location: Online

21 Productive Presentations

Program Code	Course Type	Lab
6139	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

This training aims to inform learners how to create purposeful and audience-focused presentations. It outlines ways to organize professional presentations to effectively share outcome-based information with intended audiences.

Learning Outcomes

After completing this course, learners will be able to:

- Identify and address audience needs in communication.
- Develop purpose statements based on desired outcomes.
- Utilize diverse presentation styles effectively.

Location: Online

22 Staying Positive During Disruptive Times

Program Code	Course Type	Lab
6063	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

The course focuses on how to remain positive during highly disruptive times, which are often emotionally taxing.

Learning Outcomes

After completing this course, learners will be able to:

- Explain the rationale for maintaining a positive attitude.
- Apply strategies for managing negative emotions.
- Analyze problems effectively. • Evaluate and select an appropriate attitude.
- Recognize and assess personal stress levels.
- Assess and adjust work-life balance for better well-being.

Location: Online

23 Teamwork and Collaboration

Insurance Code	Program Code	Course Type	Lab
4816	1680	CLASS / VILT	NO

Intermediate | 1 Day | Open to all

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. This one-day course aims to help learners enhance their teamwork and collaboration skills.

Learning Outcomes

After completing this course, learners will be able to:

- Comprehend the complexities of teamwork.
- Create an atmosphere of collaboration, trust, and shared vision.
- Analyze methods to prioritize results and evaluate performance.
- Utilize collaborative tools for ideation, project management, and data analysis.
- Effectively handle intra group conflicts and solve problems.

Location: Dubai, AD

PERSONAL DEVELOPMENT

24 Working from Home: Tips and Tricks

Program Code	Course Type	Lab
6060	E-LEARNING	NO

Intermediate | - | Open to all

Purpose

This training aims to provide learners tips to maximize their efforts while working from home. It offers suggestions on time management, stress management, as well as the need to disconnect from work while working from home.

Learning Outcomes

After completing this course, learners will be able to:

- Create schedules, routines and to-do lists to improve productivity.
- Maintain healthy lifestyle choices with regard to sleep patterns, exercise, meditation and gratitude practices.
- Recognize the need for leisure, relaxation and fulfilling relationships while working from home.

Location: Online

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PRODUCT MANAGEMENT

Pathway

www.eif.gov.ae

Programs of Product Management

Level **Foundation**	Duration / Days
1. Corporate Banking Credit Products	1
2. Corporate Banking Non-Credit Products	1
3. Islamic Banking Retail Asset Products	1
4. Islamic Banking Retail liability Products	1

Level **Intermediate**	Duration / Days
1. Agile 101	1
2. Consumer Protection Standards - Products and Marketing	1
3. Design Thinging Essentials	1
4. DevOps 101 for Product Management	1
5. IT security for Product managers	1
6. New Product Development Processs	1
7. Product Life Cycle and its stratergies	1
8. Social Media and Digital Marketing	1
9. UX/UI Design	1

Level **Professional Qualification**	Duration / Days
• Certified Product Manager	5

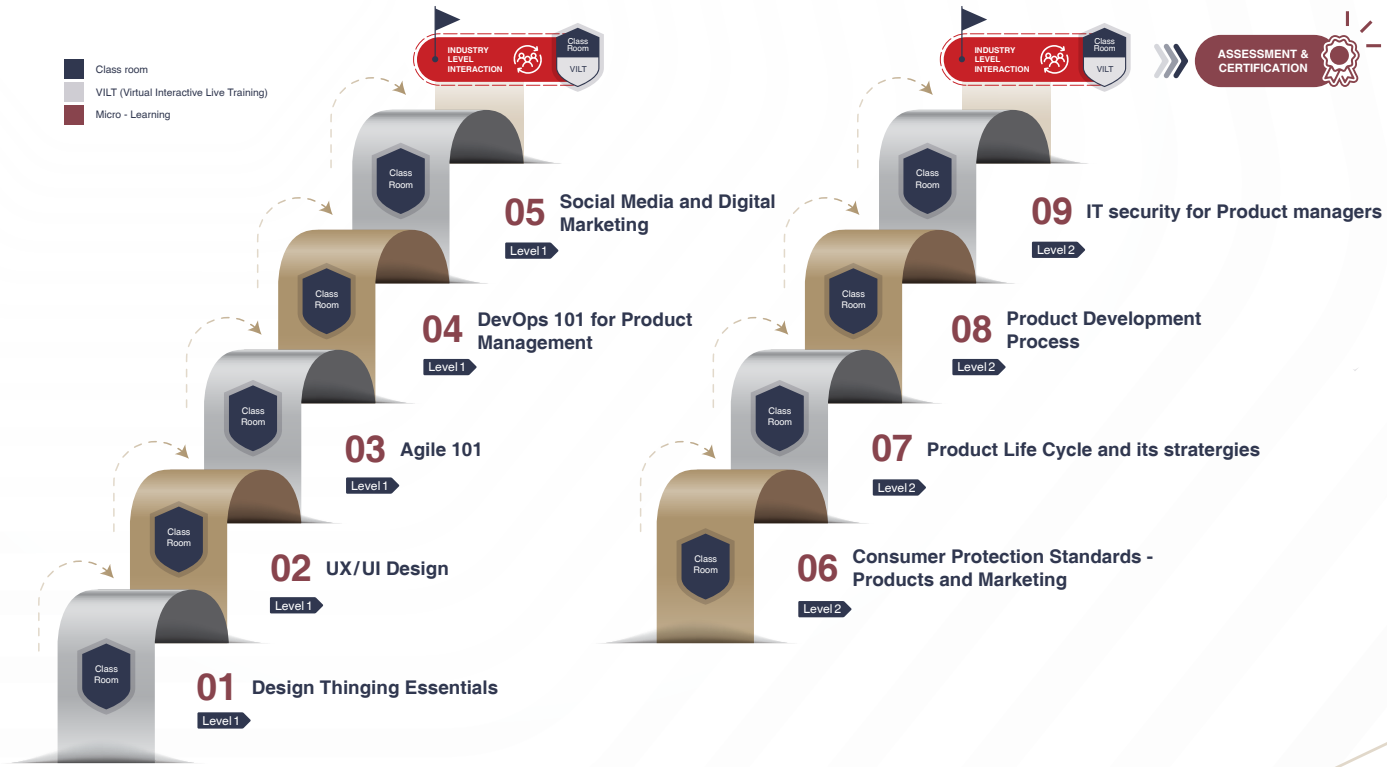
EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN PRODUCT MANAGEMENT (ECICPM)

Related Roles : Product Executive, Product Assistant Managers and Managers, Product Analyst Marketing Analysts, Business communication Managers

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

1. Familiarise with the Design aspects of Product Development.
2. Understanding of the Product life cycle management and its Strategies.
3. Famirilase with New Product Development Stages.
4. Digitalisation and security aspects of Product development and Product Management.



PRODUCT MANAGEMENT *PATHWAY*

Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Candidates can directly enter Level 2 after passing the Exam of Level 1
4. All candidates are required to mandatorily attend ALL the Industry interactions for the successful awarding of the certification
5. Upon successful completion, the participants will be awarded with EIF - CBI International Certificate in Product Management (ECICPM)

PRODUCT MANAGEMENT

01 Corporate Banking Credit Products

Program Code: 6351 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level

Purpose

Corporate Banking provides lending and ancillary services to a diversified list of large corporate, institutions, and government clients. Knowing the client's business and understanding their needs for products & and services is critical to starting any corporate relations. The program aims to give an understanding of corporate banking products and services which are classified as credit offerings and non-credit offerings. The course will provide a basic understandinging of the need for credit products and solutions offered by the banks.

Learning Outcomes

- Introduction to credit products.
- Understanding short term finance.
- Understanding accounts receivable finance.
- Understanding term finance

Location: Dubai | SHJ | AD

02 Corporate Banking Non-Credit Products

Program Code: 6352 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level

Purpose

Corporate Banking provides lending and ancillary services to diversified list of large corporate, institutions and government clients. Knowing the client's business and understanding their needs for products & services is critical to start any corporate relations. The program aims to give an understanding of corporate banking products and services which are classified as credit offerings and non-credit offerings. The course will provide a basic understanding of the need for non-credit products and solutions offered by the banks.

Learning Outcomes

- Introduction to non-credit products.
- Understanding cash management.
- Understanding risk management.
- Understanding advisory & other services.

Location: Dubai | SHJ | AD

03 Islamic Banking Retail Asset Products

Program Code: 1713 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level

Purpose

This is a specialized program in the financial analysis domain that focuses solely on cash flow statement analysis. The learners would try to analyze cash flow statements to help them make their decisions.

Learning Outcomes

- Islamic banking concept and suitable Shari'ah contracts to meet customer's financing needs.
- Types and structure of financing products in Islamic banks: vehicle finance; consumer finance, personal finance products.
- Home Finance products for ready and under-construction property - standard Shari'ah, & forward Shari'ah structures.
- Mechanism and types of card products in Islamic banks.
- Documentation, guarantees, risks and compliance issues.

Location: Dubai | SHJ | AD

04 Islamic Banking Retail liability Products

Program Code: 1714 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level

Purpose

This is a focused course in the domain of Islamic liability products. It explains the different types of deposits in Islamic banks focusing on the financing techniques used in deposit structure and fund management.

Learning Outcomes

- Islamic banking concept and appropriate deposit product to suit customer's needs.
- The key difference in Islamic banks' deposits viz a viz conventional bank Shari'ah contracts used for liability products in Islamic banks.
- Types of deposits and their structures in Islamic banks: Current account; saving deposit; investment deposits: based on Mudarabah; Wikalah & Murabahah.
- Process and mechanism of deposit management in Islamic banks.

Location: Dubai | SHJ | AD

PRODUCT MANAGEMENT

05 Agile 101

Insurance Code: 4508 | Program Code: 1824 | Course Type: CLASSROOM

Intermediate | 1 Day | Team Leader / Manager or Unit Head / Divisional Head

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 a special focus on the 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 Outcomes

- Introduction to Agile.
- Difference between ‹doing› and 'being' agile.
- Toolkit for implementing agile.
- Introduction to scrum.
- Use cases in banking and financial domain.

Location: Dubai | SHJ | AD

06 Consumer Protection Standards - Products and Marketing

Program Code: 1536 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor / Team Leader or Unit Manager

Purpose

Consumer Protection has far-reaching implications for many activities in the financial services sector.

UAE Central Bank has issued a Consumer Protection Regulation (CPR). This principles-based structure of the regulation must be complied by all Licensed Financial Institutions. This course focus on the artcles of Products and marketing in CPR.

Learning Outcomes

- Key Fact Statement and its features
- Disclosure & Transparency - Shari'ah-compliant products
- Consumer Education and Communication
- Fair Treatment of Consumers - Product Comparison
- Bundling of Financial Products and/or Services
- Responsible Advertising
- Sales, Marketing, Advertising, and Financial Promotional Activities:
  - Responsible Business Conduct
  - Treatment of Vulnerable Groups and People of Determination.
  - Fees & Warning statements
  - Oversight of Financial Products and/or Services
  - Institutional Oversight - Governance
  - Regulatory Reporting of Financial Products & Services
  - Monitoring of Market Conduct by Management

Location: Dubai | SHJ | AD

07 Design Thinging Essentials

Insurance Code: 4331 | Program Code: 1822 | Course Type: CLASSROOM

Intermediate | 1 Day | Team Leader / Manager or Unit Head / Divisional Head

Purpose

Design thinking is the new buzzword in the field of innovation. It's a structured method that will help the learners to think and come up 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 Outcomes

- 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.

Location: Dubai | SHJ | AD

PRODUCT MANAGEMENT

08 DevOps 101 for Product Management

Program Code: 1539 | Course Type: CLASSROOM

Intermediate | 1 Day | Team Leader / Manager or Unit Head / Divisional Head

Purpose

This training program is designed to offer practical, hands-on experience for individuals and teams seeking to transition from conventional project management methodologies to agile-driven approaches, utilizing agile principles, frameworks, and tools. Tailored to the banking and financial sector, the course emphasizes the mastery of essential tools and techniques required to embrace agile methodologies effectively.

Learning Outcomes

After completing this course, learners will be able to:

- Grasp the fundamental concepts of Agile.
- Differentiate between "doing" and "being" agile.
- Acquire a toolkit for implementing Agile.
- Demonstrate a foundational understanding of Scrum.

Location: Dubai | SHJ | AD

09 IT Security for Product Managers

Program Code: 1875 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

This course is designed to equip product managers with a comprehensive understanding of Information Technology (IT) security principles, practices, and considerations relevant to developing and managing digital products. It explores the critical role of cybersecurity in product management, ensuring learners can effectively address security challenges throughout a product's lifecycle.

Learning Outcomes

- The importance of addressing security concerns in the design stage of Product Management.
- Understanding the Business, Legal, and Regulatory risks for Product managers.
- Cybersecurity and Product management.
- Security Checklist for Product managers.

Location: Dubai | SHJ | AD

10 New Product Development Processs

Program Code: 1538 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

The New Product Development (NPD) process consists of several stages that guide the creation and launch of a new product. Effective communication, market research, and agility are crucial to adapting to changing circumstances and ensuring the product's success. New Product Development may not always mean creating new products, but rather innovating existing products. The course will familiarize with the different stages of the NPD process.

Learning Outcomes

- Idea Generation
- Idea Screening
- Concept Development and Testing
- Business Analysis
- Product Development
- Market Testing
- Commercialization
- Launch and Post-Launch Evaluation
- Growth and Maturity
- Decline and Renewal

Location: Dubai | SHJ | AD

11 Product Life Cycle and Its Stratergies

Program Code: 1537 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

The Product Life Cycle (PLC) is a crucial concept in marketing and product management that outlines the typical stages a product goes through in its lifecycle. Understanding the PLC helps businesses make informed decisions about marketing, pricing, and product development strategies at each stage. This course offers a comprehensive understanding of the Product Life Cycle and equips learners in-depth exploration of the (PLC) and the strategic considerations involved in managing products throughout their lifecycle.

Learning Outcomes

- Identify and describe the key characteristics and features of each stage in the Product Life Cycle.
- Distinguish between different product strategies used at each stage of the PLC, including marketing, pricing, distribution, and promotion strategies.
- Assess the impact of technological advancements, consumer behavior, and market dynamics on the Product Life Cycle.
- Discuss the importance of innovation and adaptation to extend the life of a product in a declining stage.
- Recognize the role of competitive analysis and market research in PLC decision-making.

Location: Dubai | SHJ | AD

PRODUCT MANAGEMENT

12 Social Media and Digital Marketing

Insurance Code: 4336 | Program Code: 1515 | Course Type: CLASSROOM

Intermediate | 1 Day | Team Leader / Manager or Unit Head / Divisional Head

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 Outcomes

- 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.

Location: Dubai | SHJ | AD

13 UX/UI Design

Program Code: 1874 | Course Type: CLASSROOM

Intermediate | 1 Day | Team Leader / Manager or Unit Head / Divisional Head

Purpose

The UI/UX Design brings a design-centric approach to user interface and user experience design and offers practical, skill-based instruction centered around a visual communications perspective.

Learning Outcomes

- Stages of the UI/UX development process.
- User research to define a project's strategy.
- Best practices and conventions in UX design.

Location: Dubai | SHJ | AD

14 Certified Product Manager

Program Code: 2179 | Course Type: CLASS / VILT

Professional Qualification | 1 Day | Senior Individual Contributor / Team Leader or Unit Managers

Purpose

The Certified Product Manager (CPM) Program combines the latest in Product Management, Problem Solving, and Business Modelling to prepare you to create and build products for your customers. It also provides an in-depth review of concepts to help you prepare to take the exam to earn the Association of International Product Marketing and Management (AIPMM) prestigious Certified Product Manager (CPM) credential.

Learning Outcomes

- Obtain a deep understanding of how great companies do Product Management so you can implement the right process and methods.
- Learn skills and knowledge necessary to be an excellent Product Manager in any company or industry.
- Effectively manage and market any product at any stage in the lifecycle.
- Apply the Product Management process effectively for a specific product.
- Provide a strong foundation of knowledge to earn the industry-standard Certified Product Manager credential.

Location: Dubai | AD

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QUALITY

Pathway

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Programs of Quality

Quality
Levels / Programs

Level	Foundation	Duration / Days
1.	Basics of Business Process Management	1
2.	Basics of Quality	e-learning
3.	Control Chart	e-learning
4.	Histogram	e-learning
5.	Hypothesis Testing	e-learning
6.	Lean Principles	1
7.	Pareto Chart	e-learning
8.	Process Map and Process Calculations	e-learning

Level	Intermediate	Duration / Days
1.	Agile 101	1
2.	Business Process Re-engineering	1
3.	Data Analytics for Quality Improvement	1
4.	Design Thinking Essentials	1
5.	Kanban	1
6.	Managing Change in Business Processes	1
7.	RCA and Complaint Management	1
8.	Seven Tools of Quality	2

Level	Specialization	Duration / Days
1.	Agile Project Management	1
2.	Lean Six Sigma	2

EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN QUALITY AND INNOVATION

Related Roles : Quality Analyst, Quality Manager, Customer Experience Managers, IT Manger, Operations, Managers

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

- Critically analyze and synthesize diverse information to map and enhance the customer journey effectively.
- Apply root cause analysis techniques proficiently to manage and resolve complaints, fostering effective problem-solving skills.
- Demonstrate a comprehensive understanding of business process management principles for strategic application in organizational contexts.
- Evaluate and propose innovative improvements through business process re-engineering, lean principles, and design thinking essentials.
- Utilize data analytics techniques across various methodologies to inform and drive continuous quality improvement in diverse organizational settings.

QUALITY

01 Basics of Business Process Management

Program Code: 1001 | Course Type: CLASS / VILT

Foundation | 1 Day | Open to all

Purpose

Business Process Management (BPM) is a systematic approach aimed at optimizing and standardizing internal organizational operations. It serves to mitigate human errors, streamline processes, enhance efficiency, and promote regulatory compliance. This course provides a comprehensive understanding of BPM and its potential advantages for businesses.

Learning Outcomes

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

- Understand the basics of business process management.
- Make process maps and analyze processes.
- Calculate and analyze processes using a variety of indicators.

Location: Dubai

02 Basics of Quality

Program Code: 6307 | Course Type: E-LEARNING

Foundation | - | Open to all

Purpose

In this session, we will introduce participants to the fundamental principles and foundational rules of quality management, providing a strong foundation for understanding the discipline.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze the concept of quality.
- Evaluate the 15-85 rule of quality.
- Differentiate between various models in quality management systems.

Location: Online

03 Control Chart

Program Code: 6281 | Course Type: E-LEARNING

Foundation | - | Open to all

Purpose

In this session, we will introduce the method of visually representing process data using control charts.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze the purpose of constructing a control chart.
- Differentiate the types of data necessary for a control chart.
- Create a control chart in Excel.

Location: Online

04 Histogram

Program Code: 6279 | Course Type: E-LEARNING

Foundation | - | Open to all

Purpose

In this module, we will introduce the skill of visually representing process data using histograms.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze the purpose of constructing a histogram.
- Differentiate the types of data necessary for a histogram.
- Create a histogram in Excel.

Location: Online

QUALITY

05 Hypothesis Testing

Program Code: 6282
Course Type: E-LEARNING

Foundation | - | Open to all

Purpose

In this session, we will explore the practical application of hypothesis testing within the context of quality models.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze the purpose of conducting hypothesis testing.
- Differentiate between null and alternative hypotheses.
- Execute hypothesis testing in Excel and interpret the outcomes effectively.

Location: Online

06 Process Map and Process Calculations

Program Code: 6277
Course Type: E-LEARNING

Foundation | - | Open to all

Purpose

In this session, participants will become aquainted with the essentials of creating process maps and conducting process calculations.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze process mapping rules from a quality perspective.
- Differentiate process map shapes and their appropriate usage.
- Calculate process Key Performance Indicators (KPIs) effectively.

Location: Online

07 Lean Principles

Program Code: 1018
Course Type: CLASS / VILT

Foundation | 1 Day | Open to all

Purpose

This one-day course explores Lean methodology, focusing on enhancing processes, increasing efficiency, and minimizing waste. Throughout the course, you will uncover the techniques to optimize workflows, implement continuous improvement strategies, and create organized and efficient workspaces. By the end of the day, you'll be equipped with the skills and insights to make significant improvements in your daily work, contributing to a more streamlined and efficient workplace.

Learning Outcomes

After completing this course, learners will be able to:

- Identify and categorize different types of waste in processes.
- Create value stream maps to analyze and optimize workflows.
- Apply the concept of Kaizen for continuous improvement.
- Implement the 5S methodology for workplace organization.
- Distinguish between value-added and non-value-added activities.

Location: Dubai, SHJ, AD

08 Pareto Chart

Program Code: 6280
Course Type: E-LEARNING

Foundation | - | Open to all

Purpose

In this session, we will introduce the technique of visually representing process data using Pareto charts.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze the purpose of generating a Pareto chart.
- Differentiate the types of data necessary for a Pareto chart.
- Create a Pareto chart in Excel.

Location: Online

QUALITY

09 Agile 101

Insurance Code: 4508 | Program Code: 1824 | Course Type: CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

This training program is designed to offer practical, hands-on experience for individuals and teams seeking to transition from conventional project management methodologies to agile-driven approaches, utilizing agile principles, frameworks, and tools. Tailored to the banking and financial sector, the course emphasizes the mastery of essential tools and techniques required to embrace agile methodologies effectively.

Learning Outcomes

After completing this course, learners will be able to:

- Grasp the fundamental concepts of Agile.
- Differentiate between "doing" and "being" agile.
- Acquire a toolkit for implementing Agile.
- Demonstrate a foundational understanding of Scrum.

Location: Dubai, SHJ, AD

10 Business Process Re-engineering

Insurance Code: 4502 | Program Code: 1002 | Course Type: CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

This course empowers learners with the knowledge and tools to bring about significant process transformation through the Business Process Re-engineering (BPR) framework.

Learning Outcomes

After completing this course, learners will be able to:

- Summarize Business Process Re-engineering principles.
- Create value stream maps for process definition.
- Apply the BPR framework to enhance process efficiency.

Location: Dubai

11 Data Analytics for Quality Improvement

Program Code: 1019 | Course Type: CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

In this one-day training, participants will explore the transformative potential of data analytics in enhancing product or service quality. The program encompasses data preprocessing, regression analysis interpretation, utilization of quality tools for root cause analysis, and the practical application of these skills to address real-world quality challenges. This comprehensive training empowers attendees with the knowledge and tools necessary to drive quality improvements in their professional roles.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze the role of data analytics in quality improvement.
- Apply data preprocessing and visualization techniques effectively.
- Interpret regression analysis results for quality-related investigations.
- Utilize quality tools for root cause analysis.
- Apply data analytics to real-world quality improvement scenarios.

Location: Dubai, SHJ, AD

12 Design Thinking Essentials

Program Code: 1822 | Course Type: CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

Design thinking has emerged as a prominent trend in the innovation domain, offering a structured approach to empower learners in problem-solving. This course facilitates a comprehensive grasp of the design thinking process, enabling the development of innovative solutions crucial in the fintech and innovation sector.

Learning Outcomes

After completing this course, learners will be able to:

- Define design thinking.
- Analyze the role of design thinking in fostering innovation.
- Describe the steps involved in the design thinking process.
- Evaluate methods for synthesizing ideas into cohesive and practical products and solutions.

Location: Dubai, SHJ, AD

QUALITY

13 Kanban

Program Code: 1009 | Course Type: CLASS / VILT

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager

Purpose

Kanban methodologies have gained significant traction within the realm of business transformation, with a notable presence in the banking and finance sector. Kanban offers a set of strategies for optimizing workflow management and fostering a culture of ongoing improvement. This approach facilitates the identification of essential tasks and minimizes the allocation of resources to non-value-added activities. The Kanban training program places a strong emphasis on imparting the know-how required to effectively implement Kanban and harness its potential for enhancing operational efficiency within your banking institution.

Learning Outcomes

After completing this course, learners will be able to:

- Identify Kanban origins and evolution.
- Describe Kanban concepts, principles, and terminology.
- Demonstrate the skill of visualizing work.
- Apply techniques for limiting work-in-process.
- Evaluate the flow of work using analysis methods.
- Generate Kanban metrics and management reports.

Location: Dubai

14 Managing Change in Business Processes

Insurance Code: 4506 | Program Code: 1008 | Course Type: CLASS / VILT

Intermediate | 1 Day | Open to all

Purpose

Change, while often viewed positively within an organization, can also induce stress if not handled correctly. This course offers a structured framework for the effective implementation of change in process organizations and highlights how change management can serve as a means to enhance quality.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize elements for process improvement.
- Comprehend structured methods for change implementation.
- Grasp strategies for managing the human aspect of change.

Location: Dubai

15 RCA and Complaint Management

Insurance Code: 4511 | Program Code: 1017 | Course Type: CLASS / VILT

Intermediate | 1 Day | Open to All

Purpose

This specialized training concentrates on two critical aspects of complaint management: the systematic and procedural procedures for complaint processing and the utilization of complaints as a catalyst for process enhancement. The course aligns with the CBUAE consumer protection standards and explores the methodology of conducting root cause analysis for banking processes.

Learning Outcomes

After completing this course, learners will be able to:

- Comprehend the fundamental principles of complaint management in accordance with the CBUAE consumer protection code.
- Demonstrate the procedure for conducting Root Cause Analysis (RCA) using banking data.

Location: Dubai, AD

16 Seven Tools of Quality

Insurance Code: 4501 | Program Code: 1007 | Course Type: CLASS / VILT

Intermediate | 2 Days | Senior Individual Contributor, Team Leader/Manager

Purpose

In this 2-day course, participants will look into quality control through the seven fundamental tools, versatile graphical statistical instruments that extend beyond quality issues to various problem-solving domains. They will gain expertise in cause and effect diagrams, check sheets, control charts, histograms, Pareto charts, scatter plots, and flowcharts. The course focuses on building a strong foundation and equipping learners with a comprehensive grasp of these tools and their real-world application, particularly within the banking sector.

Learning Outcomes

fter completing this course, learners will be able to:

- Comprehend quality dimensions.
- Describe Cause and Effect diagrams, check sheets, control charts, histograms, Pareto charts, scatter plots, and flowcharts.
- Apply these tools in the context of banking and finance.

Location: Dubai, AD

QUALITY

17 Agile Project Management

Insurance Code	Program Code	Course Type
4510	1016	CLASS / VILT

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager

Purpose

This course is designed to provide learners with a comprehensive understanding of project management, essential agile methodologies, and the strategic significance of merging project management with agile practices. By the end of this course, participants will have the knowledge and insights needed to effectively navigate and excel in dynamic project environments, making them highly adaptable and valuable contributors to their organizations.

Learning Outcomes

After completing this course, learners will be able to:

- Apply the core agile principles, including Transparency, Collaboration, Effective Communication, Self-Management, and Exploration, to real-world scenarios.
- Utilize key agile terminology such as Backlog (sprint, release & product), Benefit (value), Epic, Information radiator, Spike, Stand-up meeting, Timebox (sprint, release), and Waterfall methodology in practical contexts.
- Implement significant agile concepts and methodologies, such as Scrum, Lean Startup (including MVP), Retrospectives, User stories (including 'ready' and 'done' definitions), and Workshops, to address and solve relevant challenges.

Location: Dubai

18 Lean Six Sigma

Insurance Code	Program Code	Course Type
4503	1003	CLASS / VILT

Specialization | 2 Days | Senior Individual Contributor, Team Leader/Manager

Purpose

In this 2-day course, participants will explore Lean Six Sigma, a powerful quality tool applicable across manufacturing and service sectors. They will grasp the principles of Lean, which target waste reduction, and the structured, data-driven methodology of Six Sigma, striving for over 99% efficiency. Together, these approaches promise substantial process improvement, error reduction, cost savings, and elevated customer satisfaction.

Learning Outcomes

After completing this course, learners will be able to:

- Comprehend Lean Six Sigma methodology.
- Apply the DMAIC model for enhancing banking processes.

Location: Dubai, SHJ, AD

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RESPONSIBLE BANKING

Pathway

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Programs of Responsible Banking

Level	Foundation	Duration / Days
New	1. Ethics and Sustainability in Banking	micro-learning
New	2. Ethics and Sustainability in Finance	1
Revised	3. Green & Sustainable Finance: Markets & Instruments	1
New	4. Green, Social & Sustainable Bond principles	e-learning
New	5. Principles of Responsible Banking	1
New	6. Sustainable banking Solutions for Clients & Customers	1

Level	Intermediate	Duration / Days
New	1. Climate Change Management	1
New	2. ClimateTech Finance	1
New	3. ESG Analysis, Valuation and Integration	e-learning
Revised	4. ESG Impact Investing	1
New	5. Net Zero & GreenWashing	1

Level	Specialization	Duration / Days
New	• **Responsible Banking for Board Members & Executives**	1

EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN RESPONSIBLE BANKING

Related Roles : Entry Level, Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

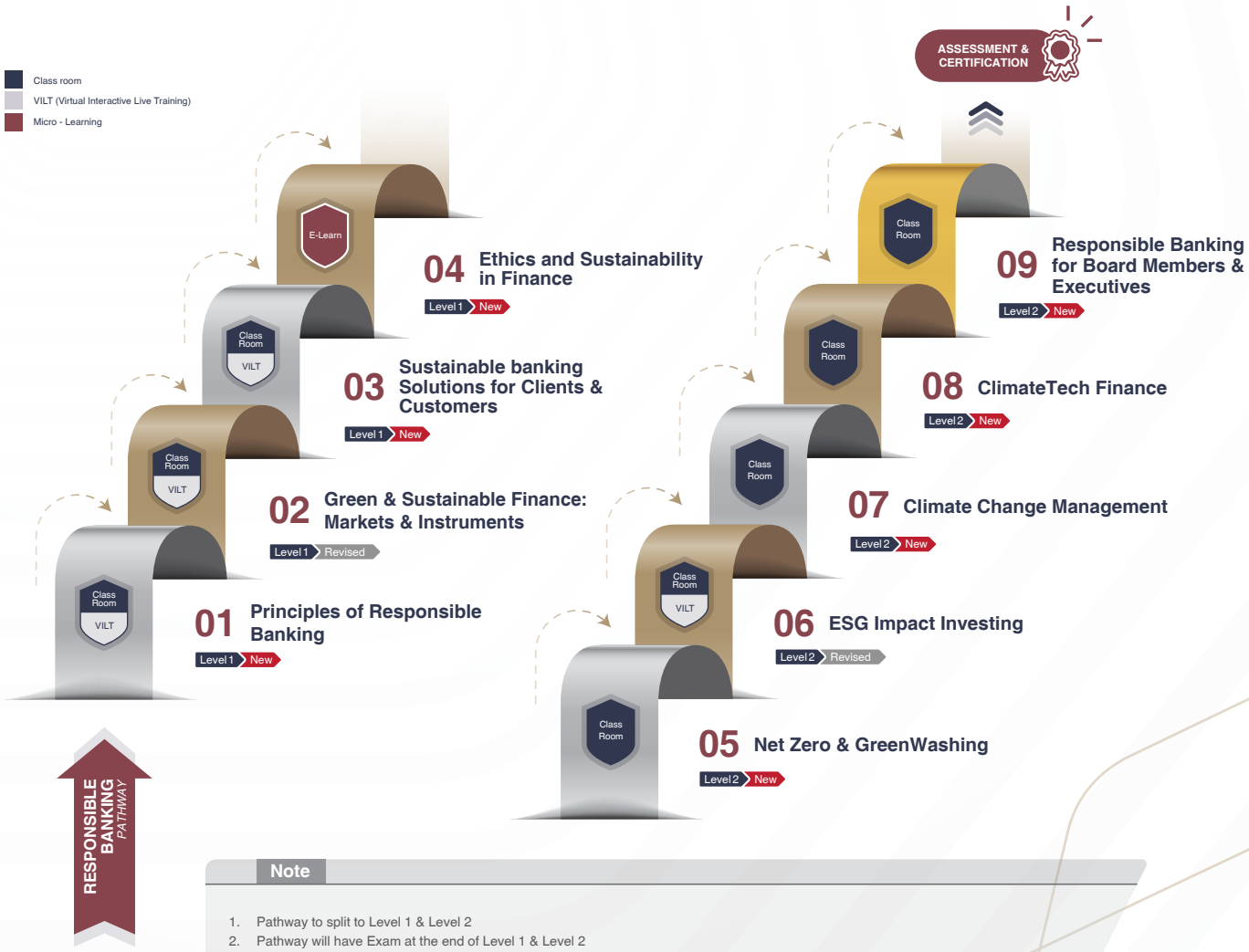
Purpose of the course:

The EIF International Certificate in Responsible Banking (EICRB) course is designed to provide the financial industry professionals with an understanding of the climate issues the world is facing and the role of financial industry to provide solutions. The program will help the learners to understand how responsible banking can help in sustainable growth and development. The program will provide in-depth knowledge in the areas of Net zero, global climate impact on organization and the Principles of Responsible Banking. The aim of this program is to offer learners knowledge about the role of responsible banking to make prudent financial decisions.

Learning Outcomes:

After completion of the certification, the learner should be able to

- To define and understand the concept of Responsible Banking in the financial domain.
- To align the goals of banking industry with the society and embedding Principles of Responsible Banking.
- To evaluate the products and offering in Green and Sustainable Finance.
- To examine sustainable banking solutions for clients and customers.
- Impact of climate change and how Responsible banking can support.
- Identify the crucial role of management in promoting responsible banking practices at all levels of the organization.



Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Experienced candidates (> 3 Years) can directly enter Level 2 after passing the Exam of Level 1
4. Upon sucessful completion, the participants with will be awarded with EIF - CBI International Certificate in Responsible Banking.

RESPONSIBLE BANKING

01 Ethics and Sustainability in Banking

New Course

Program Code: 6151

Course Type: MICRO LEARNING

Foundation | - | Open to All

Purpose

The course offers and understanding of the financial industry and helps to understand the conditions under which ethical and sustainability may clash with financial goals.

Learning Outcomes

- Moral Considerations which apply to Bankers.
- Theories and Approaches to Ethical Thinking.
- Key ethical issues and challenges facing the Banking sector.
- Impact of environmental factors on Banking practices.

Location: Online

02 Ethics and Sustainability in Finance

New Course

Program Code: 1444

Course Type: CLASS / VILT

Foundation | 1 Day | Open to All

Purpose

The course offers and understanding of the financial industry and helps to understand the conditions under which ethical and sustainability may clash with financial goals.

Learning Outcomes

- Role of Ethics and trust in the financial industry.
- Conflicts of interest, codes of conduct and regulatory requirements.
- Sustainable reporting & identifying greenwashing.
- Client Sustainability objectives and ESG intergration.

Location: Dubai, SHJ, AD

03 Green & Sustainable Finance: Markets & Instruments

Revised from Existing Course

Program Code: 1439

Course Type: CLASS / VILT

Foundation | 1 Day | Open to All

Purpose

The purpose of this course is to provide understanding of how to manage climate risk by investing in green and sustainable investment instruments and role of markets analysis and investor engagements.

Learning Outcomes

- Understand the role of finance sector in green and sustainable financing.
- An overview of principles and practices of green and sustainable finance.
- Green and sustainable products such as green bonds, green loans, and sustainability-linked Bonds and loans.
- Existing and emerging taxonomies and regulatory definitions.

Location: Dubai, SHJ, AD

04 Green, Social & Sustainable Bond principles

New Course

Program Code: 6149

Course Type: E-LEARNING

Foundation | - | Entry Level, Senior Individual Contributor, Team Leader/Manager in Treasury/Invesment

Purpose

To study the types of financial service strategies and products in banking and investments which can help in developing green and sustainable finance.

Learning Outcomes

- Debt capital markets, and the development of the green and sustainable
- Understanding Green bond market, Listing and funds.
- Green, social, sustainability-linked, SDG-linked and other forms of sustainable bonds (e.g. blue bonds, transition bonds, green sukuk)
- Green Bond Principles (2021), Social Bond Principles.

Location: Online

RESPONSIBLE BANKING

05 Principles of Responsible Banking

New Course | Program Code 1442 | Course Type CLASS / VILT

Foundation | 1 Day | Open to All

Purpose

The course will offer understanding of the environmental and social sustainability issues that have an impact on Financial Institutions lending and the risk and opportunities it can create.

Learning Outcomes

- ESG issues that a bank's lending and other activities have an impact on.
- Key Factors in Banking Industry Governance and societal roles.
- Principles of Responsible Banking.
- UN Sustainable Development Goals (SDGs), the Paris Climate Agreement and other regulations.

Location: Dubai, SHJ, AD

06 Sustainable banking Solutions for Clients & Customers

New Course | Program Code 1443 | Course Type CLASS / VILT

Foundation | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The course will give an indepth understanding of the approaches and professional practices required to work more responsibly and sustainably.

Learning Outcomes

- To understand the need for climate change and its necessity for future generations.
- Role of relationship managers and other bank staff in supporting their clients and customers.
- Supporting customer is successful sustainability transitions, advising green products and other offerings.
- Models & tools for sustainable banking solutions to clients and customers, and apply responsible banking in practice.

Location: Dubai, SHJ, AD

07 Climate Change Management

New Course | Program Code 1446 | Course Type CLASSROOM

Intermediate | 1 Day | Open to All

Purpose

To understand how climate risk is measured and managed, covering both physical and transition risks.

Learning Outcomes

- Impact of Climate-related (physical, transition, liability) and environmental risks on society and banking.
- The ways in which Principles can be implemented and measured in Banking operations.
- Role of banking in supporting and managing climate risk and international standards.
- Approaches to identifying, disclosing, managing and pricing climate-related risks, the use of scenario analysis.

Location: Dubai, SHJ, AD

08 ClimateTech Finance

New Course | Program Code 1447 | Course Type CLASSROOM

Intermediate | 1 Day | Open to All

Purpose

The course will provide an in-depth understanding of enery markets climate technologies for informed decision making toward energy investments.

Learning Outcomes

- Financial Risk and opportunities of Climate Change.
- Commercialization, scaling, and partnerships in ClimateTech.
- Financing Clean Energy.
- Equity, Debt, Projects & how it differs from Fossil Fuels.

Location: Dubai, AD

RESPONSIBLE BANKING

09 ESG Analysis, Valuation and Integration

New Course

Program Code: 6150

Course Type: E-LEARNING

Intermediate | - | Senior Individual Contributor, Team Leader/Manager

Purpose

To provide an overview of ESG factors and firm's capital allocation decisions. To conduct robust financial analysis and company valuation.

Learning Outcomes

- ESG Integration
- ESG Factors Analysis
- Firms valuation and ESG factor implementation.

Location: Online

10 ESG Impact Investing

Revised from Existing Course

Program Code: 1441

Course Type: CLASS / VILT

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager in Treasury/Invesment

Purpose

To provide understanding of ESG principles in making prudent investment decisions and approaches towards ESG investing.

Learning Outcomes

- Understand the current and developing ESG issues and trends.
- Risk involved in ESG investing.
- ESG adoption and managing of an investment portfolio.
- impact of ESG investing on industry and company performance.

Location: Dubai, AD

11 Net Zero & GreenWashing

New Course

Program Code: 1445

Course Type: CLASSROOM

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

The course provides an overview of Net zero and its role in the economy. The role of Net zero and global climate impact on organization moving toward sustainability.

Learning Outcomes

- Basics of Net Zero and Green Washing.
- Decarbonization as a core strategy of organizations.
- Sustainability and transparent use of metrics to measure progress. Emerging landscape of net-zero disclosure standards.

Location: Dubai, SHJ, AD

12 Responsible Banking for Board Members & Executives

New Course

Program Code: 1448

Course Type: CLASSROOM

Specialization | 1 Day | Unit Head/Division Head

Purpose

The aim of this course is to provide knowledge and understanding for responsible banking as per the UN Sustainable Development Goals.

Learning Outcomes

- Identify and analyse contemporary strategic influences on banking
- To understand regulatory framework such as UN Sustainable Development Goals and the Paris Agreement.
- Critically evaluate how responsible banking can be incorporated in corporate strategies.
- Aligning bank's professional practice with sustainability and embedding the same in the organisation.

Location: Dubai, AD

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RETAIL BANKING

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Programs of Retail Banking

Level Foundation	Duration / Days
1. Introduction to Banking - A New Joiners Perpective	1
2. Powerful telesales Skills	1

Level Intermediate	Duration / Days
1. Closing Skills	1
2. Customer Experience	1
3. Fraud and AML for Customer Facing Employees	1
4. Retail Banking Operations	1
5. Retail Banking Products	1
6. The Art of Cross Sell	1

Level Specialization	Duration / Days
1. Banking Practice and Law for Retail Banking	2
2. Customer Journey Mapping	1
3. Effective Selling Techniques	2

Level Professional Qualification	Duration / Days
1. EIF - AAOIFI Islamic Retail Banking Pathway	20
2. EIF HKIB - Certified Banking Operations	23

RETAIL BANKING

01 Introduction to Banking - A New Joiners Perpective

Program Code: 1123 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level

Purpose

The purpose of this program is to inform new joiners outline of what banks can do and cannot do and how bankers are trusted intermediaries.

Learning Outcomes

What is a Bank? Definition of Banking.

- Important Banking Regulations/Supervision of Banks.
- Classic banking activities/What banks cannot do.
- Risks in banking.
- Fiduciary role of bankers.

Location: Dubai | SHJ | AD

02 Powerful telesales Skills

Insurance Code: 4334 | Program Code: 1508 | Course Type: CLASSROOM

Foundation | 1 Day | Entry Level / Senior Individual Contributor

Purpose

Telesales is a highly effective sales channel for most banks. 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

- Difference in telesales in banking 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.

Location: Dubai | SHJ | AD

03 Closing Skills

Program Code: 1530 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

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 Outcomes

- 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?

Location: Dubai | SHJ | AD

04 Customer Experience

Insurance Code: 4509 | Program Code: 1525 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

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 Outcomes

- 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.

Location: Dubai | SHJ | AD

RETAIL BANKING

05 Fraud and AML for Customer Facing Employees

Program Code: 1234 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

Purpose

Relationship Managers are the first line of defense and play a very important role in satisfying the obligations of banks under AML Laws. Behavioral red flags can only be identified by the first line of defense.

Learning Outcomes

What is fraud Management and what is Anti Money Laudering?

- Fraud triangle-motivations for fraud.
- Methods of AML.
- Identify fraud and ml red flags-transactional & behavioral.
- Obligations to report suspicious transactions from red flags.

Location: Dubai | SHJ | AD

06 Retail Banking Operations

Program Code: 1125 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributo

Purpose

Retail banking is the visible face of banking to the general public. It is very important that each employees knows the science behind the operations aspects to provide better customer experience. This will help to improve the operational efficiency in handling the product and services by the retail banking staff.

Learning Outcomes

- Cheques Operations.
- Clearing Operations.
- Fund Transfer & Remittances - EFT & SWIFT.
- Card Operations.
- Opening and closing of an account.
- KYC & Due Diligence. • Customer Service & TAT.
- The future of banking operations – Digital Disruptions.

Location: Dubai | SHJ | AD

07 Retail Banking Products

Program Code: 1126 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level

Purpose

Retail Banking is one of the major contributing segment in the bank in terms of employees and earnings. This course will help the learners understand various products and services under the retail banking segment.

Learning Outcomes

- **History of Retail Banking in UAE.**
  » Retail deposit products. » Current account & savings accounts.
  » Fixed deposits and recurring deposits. » Call deposits and foreign currency deposits.
- **Retail loan products.**
  » Personal loan and salary overdraft. » Auto loan and mortgage loan.
  » Credits cards - billing cycle, POS machine. » Etihad credit bureau.
  » Term loan and overdraft.
- **Impact of technology in retail banking.**

Location: Dubai | SHJ | AD

08 The Art of Cross Sell

Program Code: 1524 | Course Type: CLASSROOM

Intermediate | 1 Day | Entry Level / Senior Individual Contributor

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 Outcomes

- 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.

Location: Dubai | SHJ | AD

RETAIL BANKING

09 Banking Practice and Law for Retail Banking

Program Code: 1102 | Course Type: CLASSROOM

Specialization | 2 Days | Entry Level / Senior Individual Contributor / Team Leader or Unit Manager

Purpose

This course will help the participants to learn the banking laws and practices followed in the UAE.

Retail Banking employees will benefit from the legal aspects of their daily operational aspects.

Learning Outcomes

- Structure of UAE banking industry.
- Regulatory framework and role of Central Bank.
- Laws relating to banking regulations in UAE.
- Regulation of credit and contracts law.
- Negotiable instruments laws.
- Discussion of some of the land mark legal cases in UAE.
- International practices and code of banking practice.
- Dispute resolution.
- Cyber law.

Location: Dubai | SHJ | AD

10 Customer Journey Mapping

Insurance Code: 4806 | Program Code: 1531 | Course Type: CLASSROOM

Specialization | 1 Day | Senior Individual Contributor, Team Leader or Unit Manager

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 Outcomes

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

Location: Dubai | SHJ | AD

11 Effective Selling Techniques

Insurance Code: 4309 | Program Code: 1512 | Course Type: CLASSROOM

Specialization | 2 Days | Senior Individual Contributor, Team Leader or Unit Manager

Purpose

This program will help attendees realize the importance of successful selling techniques implementation in complimenting and emphasizing the relationship between the client and organization.

Learning Outcomes

- How to manage the customers' expectations to maximize customer value?
- Required skills for the ideal customer service agents in order to manage customers mind set.
- Planning and preparing for the selling journey.
- Presale check list.
- Impact of first impression and first stage of the selling journey.
- Different types of selling, and the cause of the execution.
- Finalizing the sale by ensuring and maintaining customer rapport.
- The importance of product knowledge in the process of sales execution.
- Handling objections and complaints.
- Ensure constant customer satisfaction and trust.

Location: Dubai | SHJ | AD

RETAIL BANKING

12 EIF - AAOIFI Islamic Retail Banking Pathway

Program Code: 2164 | Course Type: CLASSROOM

Professional Qualification | 20 Days | Entry Level / Senior Individual Contributor

Purpose

EIF Islamic Retail Banking pathway will equip the learners with essential knowledge of Islamic banking concept and the structure of the products and services offered in retail banking section of Islamic banks.

Skills and Knowledge Areas Covered :

- Islamic banking concept and principles.
- Differences between conventional and Islamic financial products.
- Contracts and financing techniques used for structuring products and Services.
- Fund Management and profit distribution system in Islamic banks.

Retail banking products: Structure and underlying Sahirah Contracts:

- Deposit products, card products, vehicle financing, personal financing home financing products.
- Shari'ah Compliance guidelines for Islamic transactions.

Learning Outcomes

Upon completion of the pathway, learners will be able to understand:

- Fundamental principles and key concepts of Islamic banking and finance
- Regulatory, Shari'ah and ethical framework for Islamic banking and finance institutions
- Structure and mechanism of Islamic retail banking products and services (Deposit, Card, vehicle financing, Personal financing, House financing etc. products)
- Financing techniques of Murabahah and Ijarah (AAOIFI Standards)
- Shari'ah Compliance guidelines for documentation, procedure, and implementation of Islamic transaction.

Location: Trainings based on requirements

13 EIF HKIB - Certified Banking Operations

Program Code: 2101 | Course Type: CLASSROOM

Professional Qualification | 23 Days | Entry Level / Senior Individual Contributor

Purpose

This Program acquaints participants with an in-depth understanding of areas that are required for banking professionals. This course covers diverse areas, operational aspects and regulatory requirements.

Learning Outcomes

- Introduction to Banking
- Banking Theory and Practice
- Retail and Corporate banking
- Banking Law and Practice
- Risk Management Basics
- Basics of Trade Finance
- Business Ethics and Quality Management.

Location: Trainings based on requirements

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RISK MANAGEMENT

Pathway

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Programs of Risk Management

Risk Management
Levels / Programs

Level		Duration / Days
Foundation		
New	• Risk Oversight & Governance	1
Intermediate		
	1. Credit Risk Measurement Probability of Default	e-learning
	2. Exposure at Default & Loan Given Default	e-learning
New	3. Financial Instruments for risk management	2
	4. Fundamentals of Credit Risk Management	1
	5. Fundamentals of Liquidity Risk Management	1
	6. Fundamentals of Market Risk Management	1
	7. Fundamentals of Operational Risk Management	1
	8. Funds Transfer Pricing	e-learning
	9. Internal Capital Adequacy Assessment Process	1
	10. Key Risk Indicators in Risk Management	e-learning
	11. Risk Appetite & Risk Tolerance	e-learning
	12. Value at Risk (VAR)	e-learning
Specialization		
	1. Business Continuity Planning	1
	2. Credit Risk Measurement and Mitigation	1
	3. Insurance Products for Risk Mitigation	1
	4. Interest Rate Risk Management & Measurement	1
	5. Liquidity Risk Measurement and Mitigation	1
	6. Market Risk Measurement and Mitigation	1
	7. Operational Risk Measurement & Mitigation Techniques	1
	8. Risk Adjusted Return on Capital (RAROC)	1
	9. Security Incident Management - Simulation	2
Master Class		
	1. Basel Insights	2
	2. Enterprise Risk Management (ERM)	1
	3. Stress Testing in Banks	2
Professional Qualification		
	1. Financial Risk and Regulation (FRR)	TBD
	2. FRM Level 1 & 2	TBD
	3. GARP Sustainability & Climate Risk	TBD

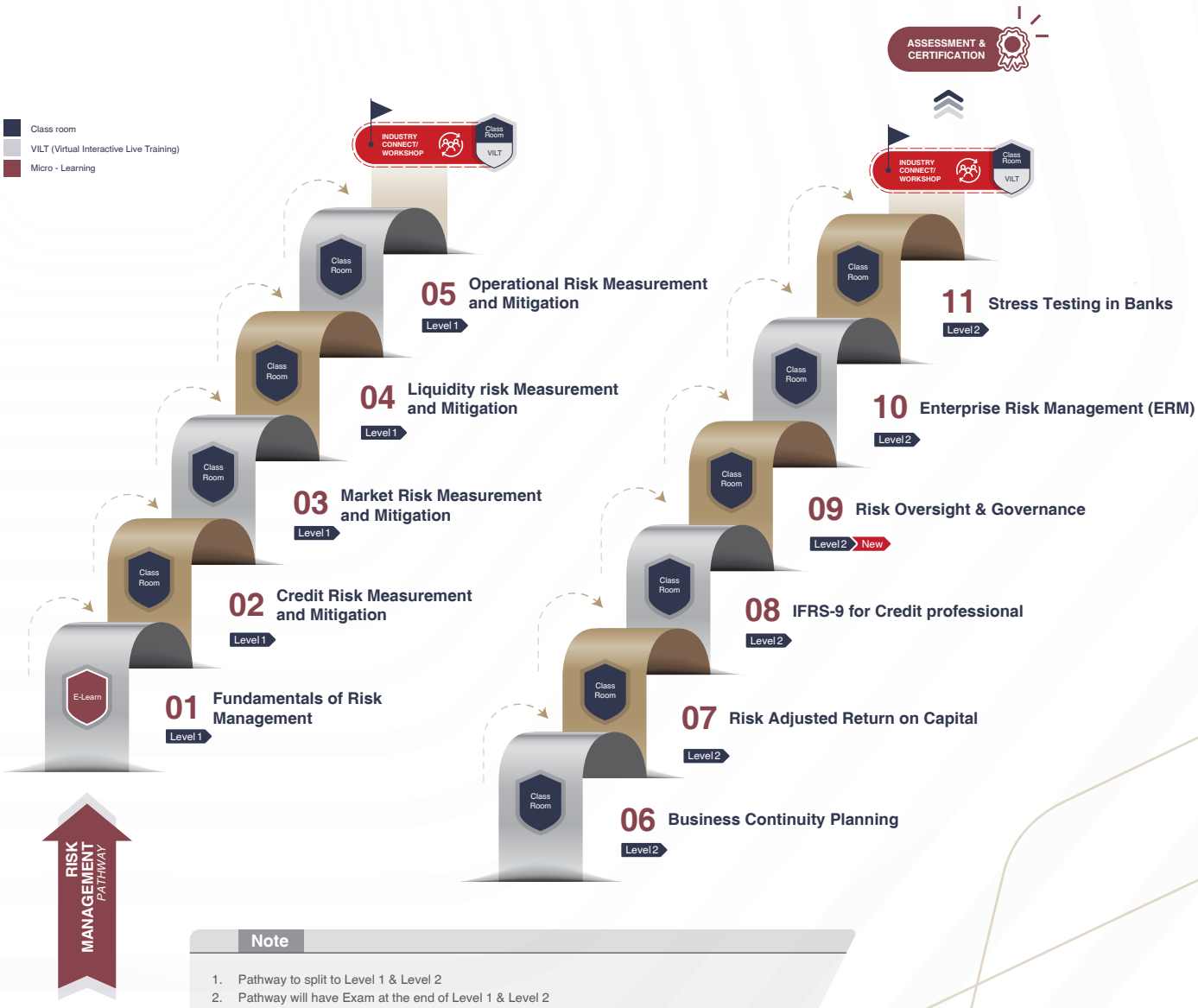
EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN RISK MANAGEMENT (EICRM)

Related Roles : Officials currently working in different areas of risk management. Candidates who are looking to explore a career in the risk management domain. Relationship managers. Audit and compliance officials.

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

- Understand the various risks faced by the bank and the risk management process.
- Identify, quantify, manage, monitor various risks like credit, market, operational, liquidity and other risks.
- Analyze the regulatory guidelines on capital and understand risk-based pricing.
- Understand the importance of enterprise level risk management.



Note

1. Pathway to split to Level 1 & Level 2
2. Pathway will have Exam at the end of Level 1 & Level 2
3. Lateral Entry - Candidates can directly enter Level 2 after passing the Exam of Level 1

RISK MANAGEMENT

01 Risk Oversight & Governance

New Course

Program Code	Course Type	Lab
1980	CLASSROOM	NO

Foundation | 1 Day | Open to All

Purpose

Participants will learn about governance and frameworks followed by banks for effective oversight and values that align the employee's behavior towards risk awareness and risk taking.

Learning Outcomes

- Participants will gain knowledge on ethics and corporate governance frameworks for effective oversight of risk management policies and understand the policies on code of market conduct to ensure that market risk practices are monitored.

Location: Dubai, SHJ, AD

02 Credit Risk Measurement Probability of Default

Program Code	Course Type	Lab
6354	E-LEARNING	NA

Intermediate | - | Open to All

Purpose

Participants will have an understanding of risk measurement in credit and how to estimate Probability of Default.

Learning Outcomes

- Participants will understand the probability of default and Estimating probability of default.

Location: Online

03 Exposure at Default & Loan Given Default

Program Code	Course Type	Lab
6353	E-LEARNING	NA

Intermediate | - | Open to All

Purpose

Participants will have an understanding of risk measurement in credit and how to estimate EAD and LGD.

Learning Outcomes

- Participants will understand exposure at default and Estimate exposure at default, Understand loan given default and Estimate loan given default.

Location: Online

04 Financial Instruments for risk management

New Course

Program Code	Course Type	Lab
1981	CLASSROOM	NO

Intermediate | 2 Days | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will understand how various financial products like derivatives are used for management of financial risks.

Learning Outcomes

- Participants will be able to demonstrate the understanding of pricing forwards, futures and options contracts, standard models of pricing derivatives products and hedging derivaties products for optimal risk management strategy.

Location: Dubai

RISK MANAGEMENT

05 Fundamentals of Credit Risk Management

Program Code	Course Type	Lab
1914	CLASSROOM	NO

Intermediate | 1 Day | Senior Individual Contributor, Team leader/Manager

Purpose

Participants will be able to understand the types of credit risk, and key concepts in credit risk.

Learning Outcomes

- Participants will gain knowledge about the nature and causes of credit risk, types of transactions that cause credit risk, exposure to credit risk and management of credit risk.

Location: Dubai, SHJ, AD

06 Fundamentals of Liquidity Risk Management

Program Code	Course Type	Lab
1909	CLASSROOM	NO

Intermediate | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the concepts of liquidity risk management and types of liquidity risk faced by the banks.

Learning Outcomes

- Participants will gain knowledge about types of liquidity risk, Causes of liquidity risk, and Basel III recommendations for liquidity risk management.

Location: Dubai, SHJ, AD

07 Fundamentals of Market Risk Management

Program Code	Course Type	Lab
1913	CLASSROOM	NO

Intermediate | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the different areas of market risks and different methodologies to mitigate those risks.

Learning Outcomes

- Participants will gain knowledge about the nature of market risk within the context of risk management, Major areas of market risk, interest rate risk, exchange rate risk, commodity price risk, equity price risk, Market risk measurement, Market risk management models, Market risk mitigation,Market risk under Basel accords (VaR).

Location: Dubai, SHJ, AD

08 Fundamentals of Operational Risk Management

Program Code	Course Type	Lab
1910	CLASSROOM	NO

Intermediate | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the concept of operational risk and discuss events that trigger losses in banks due to operational loss events.

Learning Outcomes

- Participants will gain an understanding of what is operational risk, categorization of operational risk as per Basel Norms, potential sources of Operational risk, approaches under Basel Norm for estimating operational risk and sound practices for management and supervision of operational risk.

Location: Dubai, SHJ, AD

RISK MANAGEMENT

09 Funds Transfer Pricing

Program Code	Course Type	Lab
6262	E-LEARNING	NA

Intermediate | - | Open to All

Purpose

Participants will be able to understand and articulate the role of funds transfer pricing for banks and the regulatory requirements driving it.

Learning Outcomes

- Participants will gain an overview of FTP and what its role achieves ,Regulatory requirements behind the implementation of FTP, Separating interest rate risk, liquidity, and other components, and accommodating rate sensitivity.

Location: Online

10 Internal Capital Adequacy Assessment Process

Program Code	Course Type	Lab
6261	E-LEARNING	NA

Intermediate | - | Open to All

Purpose

Participants will understand the purpose, process & risks covered through ICAAP.

Learning Outcomes

- Participants will be able to gain knowledge on Purpose of ICAAP, steps required to prepare the ICAAP report, and risks to be covered through ICAAP.

Location: Online

11 Key Risk Indicators in Risk Management

Program Code	Course Type	Lab
1921	CLASSROOM	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team leader/Manager

Purpose

Participants will be able to understand how Risk indicators are an important tool used to support a range of risk management activities.

in banks including risk identification, control and assessment.

Learning Outcomes

- Participants will gain knowledge of Risk indicators and their importance , Selecting key risk indicators, Managing risk indicators, Prioritizing risk indicators - Heat maps, Controlling, mitigating, reporting and monitoring, Examples of key risk indicators across the bank departments.

Location: Dubai, SHJ, AD

12 Risk Appetite & Risk Tolerance

Program Code	Course Type	Lab
6264	E-LEARNING	NA

Intermediate | - | Open to All

Purpose

Participants will understand the purpose and balance of risk appetite and risk tolerance in an organization and the framework for defining the specific categories of risk for an organization.

Learning Outcomes

- Participants will be able to explain the differences between risk appetite, risk tolerances, and thresholds, develop a risk appetite framework, and support governance processes and develop risk appetite metrics and trigger levels for action.

Location: Online

RISK MANAGEMENT

13 Value At Risk (VAR)

Program Code	Course Type	Lab
6265	E-LEARNING	NA

Intermediate | - | Open to All

Purpose

Participants will review statistical concepts, computation of Value at Risk (VaR), understand regulatory issues, and vet through different analytical techniques of VaR modelling.

Learning Outcomes

- Participants will gain an understanding of basic statistical concepts used under VaR, the concept of Value at Risk, and Comprehend various methodologies of estimating VaR and their strengths.

Location: Online

14 Business Continuity Planning

Program Code	Course Type	Lab
1933	CLASSROOM	NO

Specialization | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

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 Outcomes

- Participants will learn about Introduction - BCP and DRP, Key benefits of BCP, BCP & and risk management, the 7Ps of BCP, Business impact analysis, Crisis management and communications, Developing BCP, Implementing BCP, Testing and audit of BCP.

Location: Dubai, SHJ, AD

15 Credit Risk Measurement and Mitigation

Program Code	Course Type	Lab
1975	CLASSROOM	YES

Specialization | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the measurement techniques for credit risk under Basel norms.

Learning Outcomes

- Participants will gain knowledge about calculating Risk Weighted Assets for credit risk, important factors for credit risk, calculating expected loss, unexpected loss, mean and standard deviation of credit losses, challenges to quantifying credit risk.

Location: Dubai, AD

16 Insurance Products for Risk Mitigation

Program Code	Course Type	Lab
1238	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team leader/Manager

Purpose

Participants will understand about the various insurance products that support the bank in managing their risk.

Learning Outcomes

- Participants will learn about the products for risk mitigation like contractors all risk, receivables insurance, property insurance and relevant solutions provided by banks.

Location: Dubai

RISK MANAGEMENT

17 Interest Rate Risk Management & Measurement

Program Code	Course Type	Lab
1979	CLASSROOM	YES

Specialization | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand what is interest rate risk and measuring the interest rate risks.

Learning Outcomes

- Participants will gain knowledge about the traditional approach used by banks to manage interest rate risks, important interest rates, measures of duraion and convexity and different approaches to manage interest rate risks using partial durations, calculation of multiple deltas and use of principal component analysis.

Location: Dubai, AD

18 Liquidity Risk Measurement and Mitigation

Program Code	Course Type	Lab
1978	CLASSROOM	YES

Specialization | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the types of liquidity risks and identify their causes and how to use the available techniques to manage liquidity risk.

Learning Outcomes

- Participants will gain knowledge about measurement of liquidity risk, Indicators of Liquidity Funding risks, funding gaps, and management of liquidity risk.

Location: Dubai, SHJ, AD

19 Market Risk Measurement and Mitigation

Program Code	Course Type	Lab
1976	CLASSROOM	YES

Specialization | 1 Day | Senior Individual Contributor, Team leader/Manager

Purpose

Participants will be able to understand the measurement techniques for market risk under Basel norms.

Learning Outcomes

- Participants will gain knowledge about calculating market risk under Basel Norms, estimating VaR using parametric, historical simulation method and Monte Carlo Simulation approaches and Expected Shortfall.

Location: Dubai, AD

20 Operational Risk Measurement & Mitigation Techniques

Program Code	Course Type	Lab
1977	CLASSROOM	YES

Specialization | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the measurement techniques for operational risk under Basel norms and using different approaches.

Learning Outcomes

- Participants will gain knowledge about calculating Operational risk under Basel Norms using BIA, SA and AMA and mitigation techniques for operational risk.

Location: Dubai, SHJ, AD

RISK MANAGEMENT

21 Risk Adjusted Return on Capital (RAROC)

Program Code	Course Type	Lab
1228	CLASSROOM	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team leader/Manager

Purpose

Participants will be able to comprehend the importance of RAROC and why it is such a powerful measure of business performance.

Learning Outcomes

- Participants will gain knowledge on Hurdle rate, RAROC computation and RAROC as a performance measure.

Location: Dubai

22 Security Incident Management - Simulation

Program Code	Course Type	Lab
1869	CLASSROOM	YES

Specialization | 2 Days | Senior individual contributer, Team leader/Manager, Unit head / Division Head

Purpose

Security Incident Management is a crucial component of modern cybersecurity practices. This course provides an in-depth exploration of the principles, strategies, and best practices for managing security incidents effectively. Participants will gain the knowledge and skills necessary to detect, respond to, and recover from security incidents in an organized and efficient manner. ever-evolving threat landscape.

Learning Outcomes

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

- Identify and categorize security incidents effectively.

Location: Dubai, SHJ, AD, VILT

23 Basel Insights

Program Code	Course Type	Lab
1941	CLASSROOM	NO

Masterclass | 2 Days | Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand the role of Basel guidelines and guidelines to calculate and measure credit, market and operational risks.

Learning Outcomes

- Participants will gain knowledge on the Overview of Basel II, Internal rating models, Capital requirements for market risk, Measuring operational risk using a standardized approach, Pillar two - ICAAP and supervisory review process, Pillar three - market discipline, Basel III – modifications, Introduction to IFRS 9 - financial instruments.

Location: Dubai

24 Enterprise Risk Management (ERM)

Program Code	Course Type	Lab
1962	CLASSROOM	NO

Masterclass | 1 Day | Senior Individual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Participants will be able to understand ERM as a method of providing the firm with a succinct view of all its key risk information, thus enabling the senior team to make balanced, firm-wide risk decisions.

Learning Outcomes

- Participants will be able to define a common understanding of risk and a common risk language, Aggregate risk information from the whole firm across all risk types, and summarize risk information to enable better management decision-making, compare the firm's risk profile to the available risk capital, use the firm-wide risk view to define and fine-tune the firm's risk appetite.

Location: Dubai, AD

RISK MANAGEMENT

25 Stress Testing in Banks

Program Code: 1942 | Course Type: CLASSROOM | Lab: YES

Masterclass | 2 Days | Team leader / Manager, Unit Head / Division Head

Purpose

Participants will gain insights on the objectives and principles of the ICAAP framework prescribed under Pillar II of Basel standard with a specific focus on sensitivity and scenario test cases under stress testing framework and regulatory guidelines.

Learning Outcomes

- Participants will learn about ICAAP framework, Stress testing framework, Credit risk stress testing components, ALM stress testing components, Market risk stress testing components and Developing stress testing model.

Location: Dubai, SHJ

26 Financial Risk and Regulation (FRR)

Program Code: 2140 | Course Type: CLASS / VILT

Professional Qualification | 5 Days | Risk Teams, Compliance Teams, Finance officers, Auditors, Senior Managers, Financial Advisors, Accounting Teams

Purpose

The certificate provides a comprehensive understanding of credit risk, market risk, operational risk, and asset and liability management and teaches essential methods of identifying, assessing, and mitigating risks.

Learning Outcomes

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

- The most common financial risks you may encounter in the workplace.
- Methods of identifying, assessing, and mitigating risks.
- Learning about the impact of financial risks on assets, institutions, and systems.

Location: TBD

27 FRM Level 1 & 2

Program Code: 2141 | Course Type: CLASS / VILT

Professional Qualification | TBD | Risk Teams, Compliance Teams, Finance officers, Branch Management teams, Senior Managers, Financial Advisors

Purpose

FRM® certification is the globally recognized standard for those who manage financial risk.

Learning Outcomes

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

- Sound fundamentals in principles of risk management framework.
- Signals your ability to assess, measure, and monitor risk in real-world situations.
- Transferrable skills that are applicable across industries and functional roles.

Location: TBD

28 GARP Sustainability & Climate Risk

Program Code: 2137 | Course Type: CLASS / VILT

Professional Qualification | TBD | Risk Teams, Compliance Teams, Finance officers, Branch Management teams, Senior Managers, Financial Advisors, Corporate Bankers, Commercial Bankers

Purpose

The certificate provides a sound grounding for risk managers navigating the field of sustainability and climate risk and solutions to top issues in climate change and sustainability.

Learning Outcomes

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

- Develop strategies for improving climate risk mitigation efforts.
- Learn how to tackle today's physical and transition risk.
- Learn about climate change's economic impact.
- Lead firms to invest sustainably and create meaningful change.

Location: TBD

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SALES, MARKETING AND CUSTOMER EXPERIENCE

Pathway

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Programs of Sales, Marketing and Customer Experience

Sales, Marketing and Customer Experience
Levels / Programs

Level	Foundation	Duration / Days
	1. Business Etiquette	1
	2. Customer Service on Social Media	1
	3. Effective Customer Conflict Management	1
	4. Effective Selling Techniques	1
	5. Negotiation Skills	1
	6. Powerful Telesales Skills	1
New	7. Responsible Sales Practices	1
	8. Social Media & Digital Marketing	1

Level	Intermediate	Duration / Days
	1. Art of Cross Selling	1
	2. CBUAE Consumer Protection for Sales	1
	3. Closing Skills	1
	4. Customer Experience	1
	5. Customer Journey Mapping	1
	6. Customer Service Games	1
	7. Handling Objections	1
	8. Key Account Management	1
New	9. Lead Generation	1
New	10. Sales Prospecting	1

Level	Specialization	Duration / Days
	1. Sales Audit	1
	2. Social Media & Digital Marketing (Practitioner's Track)	1

SALES, MARKETING AND CUSTOMER EXPERIENCE

01 Business Etiquette

Program Code	Course Type	Lab
6210	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

This program will empower learners to unlock the hidden values and priceless potential of image, etiquette, and protocol, demonstrating how they can create a substantial impact in business by skillfully utilizing these elements. The one-day course aims to teach learners the art of presenting themselves and their organizations with precision and style.

Learning Outcomes

After completing this course, learners will be able to:

- Develop effective networking skills for achieving success.
- Apply global business etiquette rules to create positive first impressions.
- Master appropriate dress code and professional attire guidelines.
- Cultivate professionalism as a life philosophy, integrating it into various aspects of life.
- Navigate different types of business receptions with cross-cultural awareness.

Location: Dubai

02 Customer Service on Social Media

Program Code	Course Type	Lab
1526	CLASS / VILT	NO

Foundation | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

The rise of social media has provided consumers with a fresh avenue to engage with brands and corporations, while also serving as a platform for discussions, comparisons, and complaints. Banks, among others, employ social media for sales, marketing, HR, and various functions, making the management and analysis of social media as a customer service and support channel critically important.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize the importance of social media in customer service.
- Identify key elements of using social media for customer service.
- Apply best customer service practices through various social media platforms such as Twitter and Facebook.
- Identify common mistakes to avoid in customer service through social media.
- Analyze the utilization of social media as a corporate strategy.

Location: Dubai

03 Effective Customer Conflict Management

Program Code	Course Type	Lab
1535	CLASS / VILT	NO

Foundational | 1 Day | Open to All

Purpose

This one-day course focuses on the important skill of conflict resolution in customer service. Learners will gain skills in handling conflicts, mediating tense situations, and prioritizing respect and 'win-win' solutions.

Learning Outcomes

After completing this course, learners will be able to:

- Apply effective conflict resolution techniques, including de-escalation, emotion management, and complaint handling, with clients.
- Mediate tense situations between clients and the organization, demonstrating impartial evaluation.
- Recognize conflict triggers and danger signs, staying alert across different situations.
- Demonstrate active listening, empathizing, and persuasive skills in interpersonal interactions, especially when assisting emotionally distressed individuals.
- Display respect in all encounters with individuals, regardless of circumstances, while actively pursuing mutually beneficial 'win-win' solutions in conflict resolution scenarios.

Location: Dubai, AD

04 Effective Selling Techniques

Program Code	Course Type	Lab
1512	CLASS / VILT	YES

Foundation | 1 Day | Open to All

Purpose

This one-day training course is designed to elevate your customer service and sales expertise. Learn how to effectively manage customer expectations, acquire essential skills for customer service agents, and master the art of planning and preparation in the sales journey. Explore the significance of first impressions in the sales process and uncover a range of proven selling techniques. By the end of this course, you'll be well-prepared to optimize customer value and excel in both customer service and sales, delivering excellent customer experiences.

Learning Outcomes

After completing this course, learners will be able to:

- Effectively manage customer expectations for maximum customer value.
- Acquire essential skills for customer service agents to manage customer mindsets.
- Plan and prepare for the sales journey, including the use of presale checklists.
- Recognize the significance of first impressions and the initial stage of the selling process.
- Understand different selling techniques and their underlying reasons.
- Master finalizing sales, maintaining customer rapport, addressing objections, and ensuring consistent customer satisfaction and trust.

Location: Dubai, SHJ, AD

SALES, MARKETING AND CUSTOMER EXPERIENCE

05 Negotiation Skills

Insurance Code	Program Code	Course Type	Lab
4339	1519	CLASS / VILT	NO

Foundation | 1 Day | Entry Level, Senior Individual Contributor

Purpose

On this one-day course, learners will gain a comprehensive understanding of negotiation dynamics and its significance. Key components such as negotiation process planning, techniques, and tactics will be explored in depth. Engaging in group activities and case studies, attendees will acquire essential skills in questioning, active listening, and summarization.

Learning Outcomes

After completing this course, learners will be able to:

- Demonstrate negotiation skills and techniques.
- Recognize and adapt to different behavioral styles, including passive, aggressive, and assertive.
- Plan and prepare effectively for negotiations.
- Employ effective communication strategies in negotiation.
- Implement negotiation strategies, tactics, and counter-tactics, including negotiations across different cultures.

Location: Dubai, SHJ, AD

06 Powerful Telesales Skills

Program Code	Course Type	Lab
1508	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

Telesales serves as a highly efficient sales channel for the majority of banks. Maintaining the utmost professionalism in telephone interactions with customers is of paramount importance. Callers face the challenging responsibility of aligning their products with customer needs and successfully closing sales. This course is designed to enhance their effectiveness in these roles.

Learning Outcomes

After completing this course, learners will be able to:

- Differentiate between telesales in banking and other industries.
- Rapidly identify customer needs and propose solutions.
- Demonstrate effective techniques for quickly establishing rapport over the phone.
- Apply principles of what not to do in sales.
- Exhibit a strong understanding of business etiquette and ethics in telesales.

Location: Dubai

07 Responsible Sales Practices

New Course

Program Code	Course Type	Lab
1534	CLASS / VILT	NO

Foundation | 1 Day | Open to All

Purpose

Acquire valuable skills and knowledge that will empower you to conduct sales ethically and responsibly. You'll learn how to build trust with customers, stay compliant with laws and regulations, and prioritize their needs. By the end of this course, you'll leave with the confidence to navigate the complex landscape of sales while maintaining your integrity and ensuring a positive, customer-focused approach to your interactions.

Learning Outcomes

After completing this course, learners will be able to:

- Understand and apply principles of ethical sales, emphasizing transparency and integrity.
- Comply with legal standards and industry regulations in sales activities.
- Prioritize a customer-centric approach, focusing on understanding and meeting customer needs.
- Handle customer data responsibly and in compliance with privacy and data protection regulations.
- Communicate ethically, avoiding manipulative tactics and fostering trust and credibility.
- Develop problem-solving skills to navigate and resolve ethical dilemmas in sales.

Location: Dubai

08 Social Media & Digital Marketing

Program Code	Course Type	Lab
1515	CLASS / VILT	YES

Foundation | 1 Day | Open to All

Purpose

This course emphasizes the significance of digital channels within an integrated marketing campaign and underscores the necessity of a well-structured digital strategy. It explores how social media and various digital platforms can be strategically leveraged to enhance brand visibility, facilitate product sales, and provide exceptional customer service.

Learning Outcomes

After completing this course, learners will be able to:

- Describe the core principles and purpose of digital marketing.
- Develop a strategic approach to digital marketing, recognizing the benefits of various platforms.
- Identify key components of branding and website maintenance.
- Analyze website performance using appropriate tools.
- Understand the importance and techniques of SEO and SEM in driving website traffic.
- Implement practical exercises in setting up Google Ads and Facebook Ads campaigns.

Location: Dubai, AD

SALES, MARKETING AND CUSTOMER EXPERIENCE

09 Art of Cross Selling

Insurance Code	Program Code	Course Type	Lab
4804	1524	CLASS / VILT	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

In this one-day course, learners will gain valuable insights into the power of cross-selling as a marketing strategy. They will discover how it can significantly boost sales values and ensure sustained revenue growth over time. Additionally, they will learn how to effectively utilize cross-selling and upselling as a strategic approach for customer retention.

Learning Outcomes

After completing this course, learners will be able to:

- Define the concepts of Cross-Sell and Upsell.
- Explain the importance and benefits of Cross-Selling.
- Analyze the positive relationship between Cross-Selling and Customer Retention.
- Apply common techniques in Cross-Sell and Upsell.
- Utilize technology for effective Cross-Selling.

Location: Dubai, AD

10 CBUAE Consumer Protection for Sales

Program Code	Course Type	Lab
1014	CLASS / VILT	NO

Intermediate | 1 Day | Open to All

Purpose

Consumer Protection holds significant influence over various aspects within the financial services sector. In response to this, the UAE Central Bank has introduced Consumer Protection Regulation (Circular No 8.2020), a principles-based framework that mandates adherence from all Licensed Financial Institutions. This training program is specifically tailored to address the compliance requirements applicable to frontline sales personnel in Retail Banking.

Learning Outcomes

After completing this course, learners will be able to:

- Explain the importance of the regulation. • Summarize key facts about the regulation.
- Identify and describe the three stages of information, communication, and disclosure.
- Define responsibilities in sales solicitation, pricing, advertising, and promotional activities.
- Discuss the concepts of a cooling-off period, consumer mobility, and consumer consent.
- Explain the practices related to product bundling and dealings with authorized agents.
- Analyze conflict of interest, handling financially distressed consumers, and effective communication with consumers.
- Demonstrate understanding of express consent, sharing information with authorized agencies and credit agencies, retention of records, and fraud management.
- Evaluate consumer assessment and affordability, as well as fees and commissions.
- Describe the complaint management process.
- Discuss general awareness of consumer education and the inclusion of vulnerable groups and people of determination.

Location: Dubai, AD

11 Closing Skills

Program Code	Course Type	Lab
1530	CLASS / VILT	NO

Intermediat | 1 Day | Open to All

Purpose

This course is designed to provide participants with a comprehensive understanding of the most effective practices and techniques in the field of sales, with a particular focus on successfully closing transactions.

Learning Outcomes

After completing this course, learners will be able to:

- Formulate improved customer-focused questions to enhance value.
- Apply persuasive techniques rooted in psychology to influence customers.
- Manage situations where an immediate close is not possible.
- Utilize a variety of closing techniques based on customer responses and context.

Location: Dubai

12 Customer Experience

Program Code	Course Type	Lab
1525	CLASS / VILT	NO

Intermediate | 1 Day | Open to All

Purpose

Today's customers are well-informed and demanding, presenting a challenge for customer-facing officers in a highly competitive business environment. This necessitates the adaptation of existing customer service practices to enhance the overall customer experience.

Learning Outcomes

After completing this course, learners will be able to:

- Define the customer journey. • Explain the concept of going the extra mile.
- Demonstrate the role of a happiness engineer.
- Apply customer experience as a strategic approach.
- Identify methods for enhancing customer experience strategies.
- Analyze the relationship between customer experience and customer retention.
- Evaluate methods for measuring customer experience.

Location: Dubai, SHJ, AD

SALES, MARKETING AND CUSTOMER EXPERIENCE

13 Customer Journey Mapping

Program Code	Course Type	Lab
1531	CLASS / VILT	YES

Intermediate | 1 Day | Open to All

Purpose

A customer journey map visually illustrates the stages customers go through when interacting with an organization, be it through a product, online experience, retail interaction, service, or a combination of these elements. As the number of touchpoints expands, a customer journey map becomes more complex yet indispensable. In this one-day training, learners will acquire the ability to create effective customer journey maps.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze and categorize key customer segments.
- Construct detailed customer journeys.
- Evaluate the significance of key customer journeys in driving business outcomes.

Location: Dubai, AD

14 Customer Service Games

Insurance Code	Program Code	Course Type	Lab
4807	1523	CLASS / VILT	NO

Intermediate | 1 Day | Open to All

Purpose

Games serve as effective tools for illustrating crucial aspects of the customer-representative relationship. The goal is to grasp the foundations of communication and connection with customers, going beyond conventional customer service theories and textbooks.

Learning Outcomes

After completing the following customer service training games, learners will demonstrate communication and problem-solving skills, enhancing their ability to provide exceptional customer service:

- 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.

Location: Dubai, AD

15 Handling Objections

Program Code	Course Type	Lab
1522	CLASS / VILT	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

Skillfully addressing objections serves as a powerful catalyst that facilitates the customer decision-making process. This one-day course equips you with the ability to assess various customer objections and employ effective communication techniques to realign and redirect their thought processes, enabling progress and positive outcomes.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize objections as positive indicators.
- Analyze challenging sales and service scenarios.
- Identify common objection types.
- Apply effective objection-handling techniques.
- Demonstrate objection-handling skills through role plays.
- Execute successful deal closures.

Location: Dubai

16 Key Account Management

Program Code	Course Type	Lab
1528	CLASS / VILT	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor

Purpose

A Key Account Manager (KAM) is responsible for overseeing relationships with designated accounts or account portfolios. This course aims to equip learners with the knowledge and skills necessary to grasp the intricacies of strategizing and managing comprehensive interactions between a business and its most critical customers.

Learning Outcomes

After completing this course, learners will be able to:

- Recognize the significance of establishing "Brand Value" in all customer interactions.
- Analyze the importance of competition and market trends.
- Assess customer needs and formulate plans to fulfill them.
- Evaluate customer engagement with consideration of periodicity, methods, and impact.
- Transition from providing customer service to delivering a comprehensive customer experience.
- Implement sales referral strategies to optimize sales referrals.

Location: Dubai

SALES, MARKETING AND CUSTOMER EXPERIENCE

17 Lead Generation

New Course

Program Code	Course Type	Lab
1533	CLASS / VILT	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

Gain essential skills to find potential customers, connect with them online, and turn them into real leads for your business. On this one-day course you'll learn how to build targeted lead lists, use digital marketing tools effectively, capture leads on your website, and measure your success. By the end of this course, you'll have the knowledge and tools to boost your business by generating more leads and improving your sales process.

Learning Outcomes

After completing this course, learners will be able to:

- Understand the fundamentals of lead generation, including its role and various lead types.
- Create targeted lead lists based on demographic and behavioral factors.
- Effectively use digital marketing channels for lead generation and nurturing.
- Develop and implement lead capture strategies on websites or landing pages.
- Qualify and score leads to prioritize follow-up efforts.
- Measure and analyze lead generation success using KPIs like conversion rates and ROI.

Location: Dubai

18 Sales Prospecting

New Course

Program Code	Course Type	Lab
1532	CLASS / VILT	NO

Intermediate | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

Learn about the basics of finding potential customers, creating ideal customer profiles, using tools effectively, writing personalized messages, dealing with objections, and measuring your success. This one-day course will give you the skills and confidence to find and connect with potential customers in a way that helps you do better in sales.

Learning Outcomes

After completing this course, learners will be able to:

- Understand the fundamentals of sales prospecting, its importance, and different prospecting methods.
- Define and create Ideal Customer Profiles (ICPs) to target the right prospects effectively.
- Use prospecting tools and technologies, including CRM systems and social media platforms.
- Craft personalized outreach messages for various prospecting channels.
- Employ strategies to handle objections and rejections from prospects professionally.
- Measure and evaluate prospecting success using key performance indicators (KPIs).

Location: Dubai

19 Sales Audit

Program Code	Course Type	Lab
1520	CLASS / VILT	NO

Specialization | 1 Day | Entry Level, Senior Individual Contributor, Team Leader/Manager

Purpose

This course empowers learners within the Audit Department to enhance their skills in evaluating the Relationship and Sales Department. By doing so, it equips them to safeguard the integrity of sales processes, whether internal or outsourced, which are critical to the bank's success.

Learning Outcomes

After completing this course, learners will be able to:

- Analyze sales targets in a market audit. • Evaluate market communications.
- Assess manpower resources effectively.
- Examine sales procedures across various domains (Retail, Wealth Management, Insurance, Treasury).
- Scrutinize outsourced sales operations.
- Evaluate customer selection, appropriateness testing, misrepresentation, and pressure.
- Assess customer service quality.

Location: Dubai

20 Social Media & Digital Marketing (Practitioner's Track)

Program Code	Course Type	Lab
1527	CLASS / VILT	NO

Specialization | 1 Day | Senior Individual Contributor, Team Leader/Manager

Purpose

This course explores the evolving role of digital channels in integrated marketing campaigns. Given the increasing influence of connected customers, the wide range of available social media channels, and the proliferation of new digital tools, companies must align their digital strategy with their business objectives through careful planning and implementation. Utilizing digital marketing and social media platforms is essential for enhancing brand visibility and effectively meeting customer needs in today's fiercely competitive market.

Learning Outcomes

After completing this course, learners will be able to:

- Formulate clear and actionable business objectives for integrated digital marketing plans.
- Apply SEO techniques for both On-Page and Off-Page optimization.
- Utilize tools and methods for generating effective keywords.
- Implement effective Google Ads in Search Engine Marketing (SEM).
- Create cost-effective Social Media Marketing (SMM) ads, specifically on Facebook and Instagram.
- Analyze reports, key performance indicators, and conversion tracking in Google Search Console and Google Analytics, recognizing the importance of remarketing lists, the funnel model in Email Marketing, and staying updated on the latest trends in Digital Marketing.

Location: Dubai

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TRADE FINANCE

Pathway

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Programs of Trade Finance

Level	Intermediate	Duration / Days
	1. Bank Guarantees	2
	2. Documentary Collections	e-learning
	3. Islamic Corporate Working Capital and Trade Products	2
	4. LIBF - Certificate in International Trade and Finance (CITF)	2
New	5. Sustainable Trade Finance and Ethics	1
	6. Trade Finance Primer	2

Level	Specialization	Duration / Days
	1. LIBF -Certified Documentary Credit Specialist (CDCS)	
	2. LIBF- Certified Specialist in Demand Guarnatees (CSDG)	
	3. Supply Chain Finance	2
	4. Trade Based Financial Crimes	2

Level	Master Class	Duration / Days
	1. Incoterms	1
	2. Trade Finance Documents Examination (ISBP) Masterclass	2
	3. Trade Finance - Masterclass	2

EIF - INTERNATIONAL CERTIFICATE

EIF INTERNATIONAL CERTIFICATE IN TRADE FINANCE (ICITF)

Related Roles : Trade Finance Specialist, Officers in Trade Finance & Credit Department, Corporate Relationship Managers, Internal Auditors.

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

- Understand the fundamental principles of trade finance, parties involved and their roles in trade finance.
- Understand the INCO terms, dealing with responsibilities of buyers and sellers for the delivery of goods under sales contracts for international trade.
- Determine how the practices articulated in UCP 600 are applied by documentary practitioners.
- Understand Bank Guarantees and Standby Letters of Credit and its legal frameworks.
- Understand the various parties in the supply chain and the products offered to the clients.
- Analyze trade based money laundering and other financial crimes.

Note

1. Pathway to split to Level 1 & Level 2.
2. Pathway will have Exam at the end of Level 1 & Level 2.
3. Upon sucessful completion, the participant swith will be awarded with EIF - CBI International Certificate in Trade Finance pathway.

TRADE FINANCE

01 Bank Guarantees

Program Code: 1101 | Course Type: CLASSROOM

Intermediate | 2 Days | Senior Indiviual Contributor, Team leader/Manager

Purpose

This is a practical course to understand bank guarantees and standby letters of credit. The course will cover the key dimensions of bank guarantees and the legal frameworks.

Learning Outcomes

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

- Bank guarantees overview (accessory/ non-accessory, direct/ indirect).
- Main types of guarantees. • The law related to bank guarantees – UAE CTL.
- Main issues from practical point of view: wording, claims, extend or pay claims.
- Examination of presentations. • Types of agreements under bank guarantee transaction.
- Clauses and format of bank guarantee. • The main features of the revision URDG 758.
- Advising of guarantees, amendments. • Liability of the Guarantor.
- Uniform rules for demand guarantee (URDG 458). • Standby letters of credit under ISP98.

Location: Dubai, SHJ, AD

02 Documentary Collections

Program Code: 6260 | Course Type: E-LEARNING

Intermediate | - | Senior Indiviual Contributor, Team leader/Manager

Purpose

As the use of documentary collections is increasing; this program is focusing on URC; the international rules for collections.

Guiding trade finance staff in considering those rules in their trade transactions.

Learning Outcomes

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

- Identify documentary collections and their parties.
- Develop a collection instructions schedule and its terms.
- Differentiate the alternative types of collections.

Location: Online

03 Islamic Corporate Working Capital and Trade Products

Program Code: 1715 | Course Type: CLASSROOM

Intermediate | 2 Days | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

The course aims to provide the participants with sound understanding of Islamic trade, working capital and corporate financing solutions. The participants shall identify the key products, principles, practical aspects, advantages, challenges and current development of Islamic trade and corporate finance.

Learning Outcomes

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

- Key Shari'ah contracts used for Islamic structured trade finance products.
- Import and export financing products in Islamic banks; local and International trade solutions; Guarantees; Structured Solutions.
- Documentary Credits in Islamic banks: Islamic Letter of Credit (LCs) VS Conventional LCs.
- Working capital financing products: short term-long term solutions.
- Syndicated financing. • Structured Products for project financing.
- Documentation, Default treatment and fraud prevention measures.

Location: Dubai, SHJ, AD

04 Sustainable Trade Finance and Ethics

New Course

Program Code: 1134 | Course Type: CLASSROOM

Intermediate | 1 Day | Senior Indiviual Contributor, Team leader/Manager

Purpose

The asset management industry, investors and fund managers are increasingly looking for investments that meet ESG criteria. This has been led by consumer demand for sustainable investments. It is standard practice now for financial advisers to take their customers' ESG. This program covers the role of trade finance and international initiatives in promoting those initiatives.

Learning Outcomes

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

- Identify UN Sustainable development goals (SDGs)
- Understand MDBs climate finance. • Differentiate (IFC) performance standards
- Define Trade for sustainable development (T4SD).
- Identify EU Taxonomy. • Identify ICC Workstreams.
- Apply Sustainable trade finance customer due diligence.

Location: Dubai, SHJ, AD

05 LIBF - Certificate in International Trade and Finance (CITF)

Program Code: 2138 | Course Type: CLASS / VILT

Intermediate | 30 Hours | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

TRADE FINANCE

06 Trade Finance Primer

Program Code: 1111 | Course Type: CLASSROOM

Intermediate | 2 Days | Senior Indiviual Contributor, Team leader/Manager

Purpose

This program introduces the learners to the fundamental principles of Trade finance. A strong emphasis is placed on understanding the key elements of customer trade cycle analysis.

Learning Outcomes

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

- Overview of Trade Finance.
- Commercial Contracts and the use of Inco terms.
- Commercial Documents.
- Methodology's of Payment (open trade, advance payment, collection, LC's , BOP).
- Understanding Payment Risk – The Risk Ladder.
- Documentary Credits.
- Understanding Documentary Credit Process.
- Responsibilities of Correspondent Banks in Trade.

Location: Dubai, SHJ, AD

07 Supply Chain Finance

Program Code: 1239 | Course Type: CLASSROOM

Specialization | 2 Days | Team leader/Manager, Unit Head/Division Head

Purpose

Supply Chain Finance (SCF) is the use of financing and risk mitigation practices and techniques to optimize the management of the working capital and liquidity invested in supply chain processes and transactions. It is a technique used by banks and other financial institutions to mitigate risks for suppliers.

Learning Outcomes

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

- Identify elements of SCF.
- Differentiate SCF products and using them.
- Mitigate risks related to SCF.
- Explore the role of blockchain and distributed ledger technology into SCF.

Location: Dubai, SHJ, AD

08 Trade Based Financial Crimes

Program Code: 1130 | Course Type: CLASSROOM

Specialization | 2 Days | Team leader/Manager, Unit Head/Division Head

Purpose

Financial crimes pose serious threat to the banking system and the economies. Using trade and banking channels is one of the major tools used for large scale financial crimes. This course looks at financial crimes with a specific focus on trade channels.

Learning Outcomes

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

- Define financial Crime. • Define trade based KYC and CDD.
- Differentiate trade based financial crimes types.
- Identify trade based ML/TF red flags.
- Analyze trade transactions for sanctions.
- Demonstrate commercial fraud and collusion.

Location: Dubai, SHJ, AD

09 LIBF - Certified Documentary Credit Specialist (CDCS)

Program Code: 2139 | Course Type: CLASS / VILT

Specialization | 50 Hours | Team leader/Manager, Unit Head/Division Head

10 LIBF - Certified Specialist in Demand Guarnatees (CSDG)

Program Code: 2150 | Course Type: CLASS / VILT

Specialization | 40 Hours | Team leader/Manager, Unit Head/Division Head

TRADE FINANCE

11 Incoterms

Program Code: 1122 | Course Type: CLASSROOM

Masterclass | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This program is focusisng in understanding the importance of Incoterms to trade finance professionals. Enabling them to select the proper terms to used and the risks related to each term.

Learning Outcomes

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

- Overview of Incoterms.
- Description of Incoterms.
- Linking transactions to Incoterms.
- How to choose the right Incoterms.

Location: Dubai | SHJ | AD

12 Trade Finance Masterclass

Program Code: 1124 | Course Type: CLASSROOM

Masterclass | 2 Days | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This advanced program will provide delegates who are already familiar with or are working in a trade finance environment, an insight into the more complex trade finance techniques that are becoming more common.

Learning Outcomes

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

- Identify the roles of banks involved in documentary credit transactions.
- Define the different structures of documentary credit types.
- Differentiate the methods of payment under documentary credits.
- Identify the effectiveness of amendments on related parties.
- Structure bank to bank reimbursement according to URR 725.
- Prerequisite: Trade Finance Primer.

Location: Dubai | SHJ | AD

13 Trade Finance Documents Examination (ISBP)

Program Code: 1113 | Course Type: CLASSROOM

Masterclass | 2 Days | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This course will help the learners understand how the practices articulated in UCP 600 are applied by documentary practitioners. It will help to determine compliance of documents with the terms of letters of credit and the impact of modification or exclusions of provisions of UCP 600 on International Standard Banking Practice.

Learning Outcomes

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

- Preliminary considerations. • The application and issuance of the credit.
- General principles • Invoices. • Charter party bill of lading.
- Ocean / marine bills of lading (covering port-to port shipments).
- Multimodal transport documents. • Air transport documents.
- Air transport documents. • Road, rail or inland waterway transport documents.
- Insurance documents. • Certificate of origin.
- Prerequisite: Trade Finance Primer.

Location: Dubai | SHJ | AD

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TREASURY, INVESTMENTS & WEALTH MANAGEMENT

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Programs of Treasury, Investments & Wealth Management 01

Level **Foundation**	Duration / Days
1. Asset & Liabilities Management Primer	1
2. Foreign Exchange Primer	e-learning
3. Time Value for Money Applications	e-learning
4. Time Value of Money	1
5. Treasury Insights for Non Treasury Staff	1
6. Treasury Insights for Non Treasury Staff	e-learning
7. Treasury Operations	1

Level **Intermediate**	Duration / Days
1. Bond Duration & Convexity	micro-learning
2. Bond Yield	micro-learning
3. Bond Yield Curves Analysis	micro-learning
4. Corporate Finance	1
5. Credit derivatives	e-learning
6. Credit Derivatives	micro-learning
7. Debt Capital Markets (DCM) & Fixed Income	1
8. Debt Capital Markets (DCM) & Fixed Income	e-learning
9. Derivatives	1
10. Foreign Exchange Primer	1
11. Futures pricing, margining and Settlement process	e-learning
12. Futures Pricing, Margining and Settlement Process	micro-learning
13. How to Protect Your Investment Portfolio from a Market Crash - Focused Lecture Series	micro-learning
14. Introduction to Forward Contracts	e-learning
15. Introduction to Futures Contracts	micro-learning
16. Introduction to Option Contracts	e-learning
17. Investment Asset Classes & Vehicles	1
18. Money Markets	micro-learning
19. Option Pricing	micro-learning
20. Portfolio Creation & Asset Allocation	1
21. Technical Analysis	1
22. Technical Analysis Series (Technical Analysis & Dow Theory) - Focused Lecture Series	micro-learning
23. Technical Analysis Series (Types of Charts and Candlestick Patters) - Focused Lecture Series	micro-learning
24. Technical Analysis Tools	micro-learning
25. Transfer Pricing	micro-learning
26. Types of Bonds	micro-learning

Programs of Treasury, Investments & Wealth Management 02

Level Specialization

		Duration / Days
1.	Behavioral Finance	1
2.	Derivatives	1
3.	Introduction to Swap Contracts	micro-learning
4.	Interest Rates Derivatives	1
5.	SCA Regulations: An Overview	1
6.	Treasury solutions for relationship managers	1

Level Master Class

			Duration / Days
1.	Equity Research Masterclass	1
New	2.	Ethical Foundations for Financial Markets	1
3.	Exotic Options & Structured Products	1

Level Professional Qualification

1. ACI Dealing Certificate (ACI)
2. CFA Level 1 (CFA Institute)
3. International Certificate in Wealth & Investment Management (CISI)

Simulation Program

			Duration / Days
New	1.	Algorithmic Trading	1
New	2.	Artificial Intelligence and Financial Markets	1
3.	Simulated Financial Market Experience for Beginners	1
4.	Treasury & Portfolio Management Bourse Game	1

EIF Finance Week

Retail Investment in the UAE's Capital Markets and Technological Advancements

EIF - INTERNATIONAL CERTIFICATE

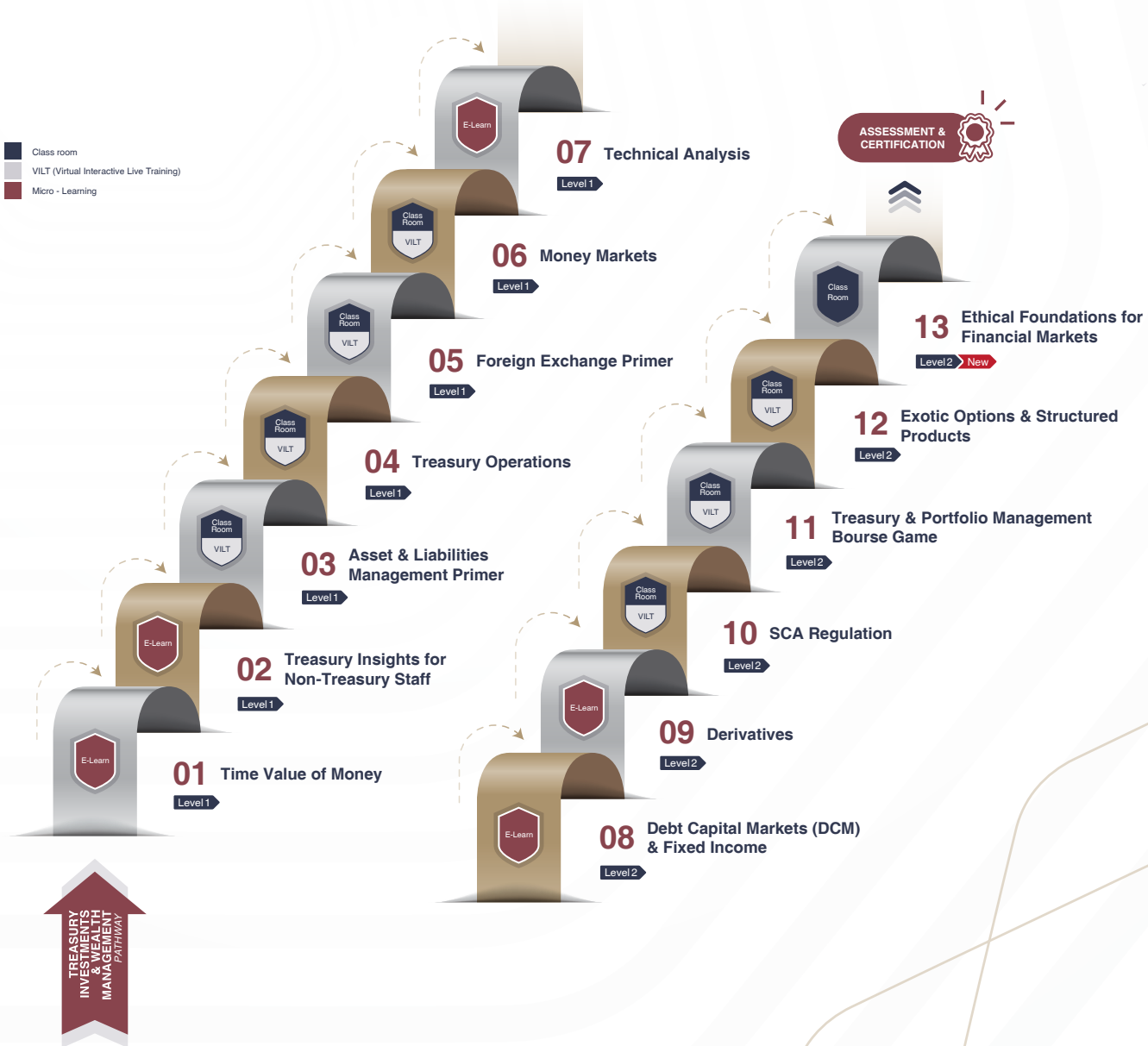
EIF INTERNATIONAL CERTIFICATE IN TREASURY MANAGEMENT (EICTM)

Purpose of the course:

The International Certificate in Treasury Management (EICTM) program is designed to provide financial professionals with a comprehensive understanding of treasury management principles and practices. This program equips participants with the knowledge and skills required to navigate the complex world of treasury management, including time value of money, asset and liabilities management, foreign exchange, money markets, and ethical standards in the financial industry. The EICTM program aims to develop competent treasury managers who can make informed decisions, manage portfolios efficiently, and uphold ethical standards in the financial industry.

Learning Outcomes:

Upon completion of this program, participants will gain a solid grasp of time value of money principles, enabling enhanced financial decision-making. They will enhance their insights into treasury responsibilities and functions, fostering better collaboration and communication within the organization. Additionally, they will be well-equipped to optimize asset and liabilities management for financial stability and risk management. Participants will be able to confidently navigate foreign exchange dynamics, execute transactions, and comprehend key factors influencing currency markets. They will also acquire the ability to apply technical analysis techniques for market trend analysis, financial instrument assessment, and informed investment decision-making.



EIF - INTERNATIONAL CERTIFICATE

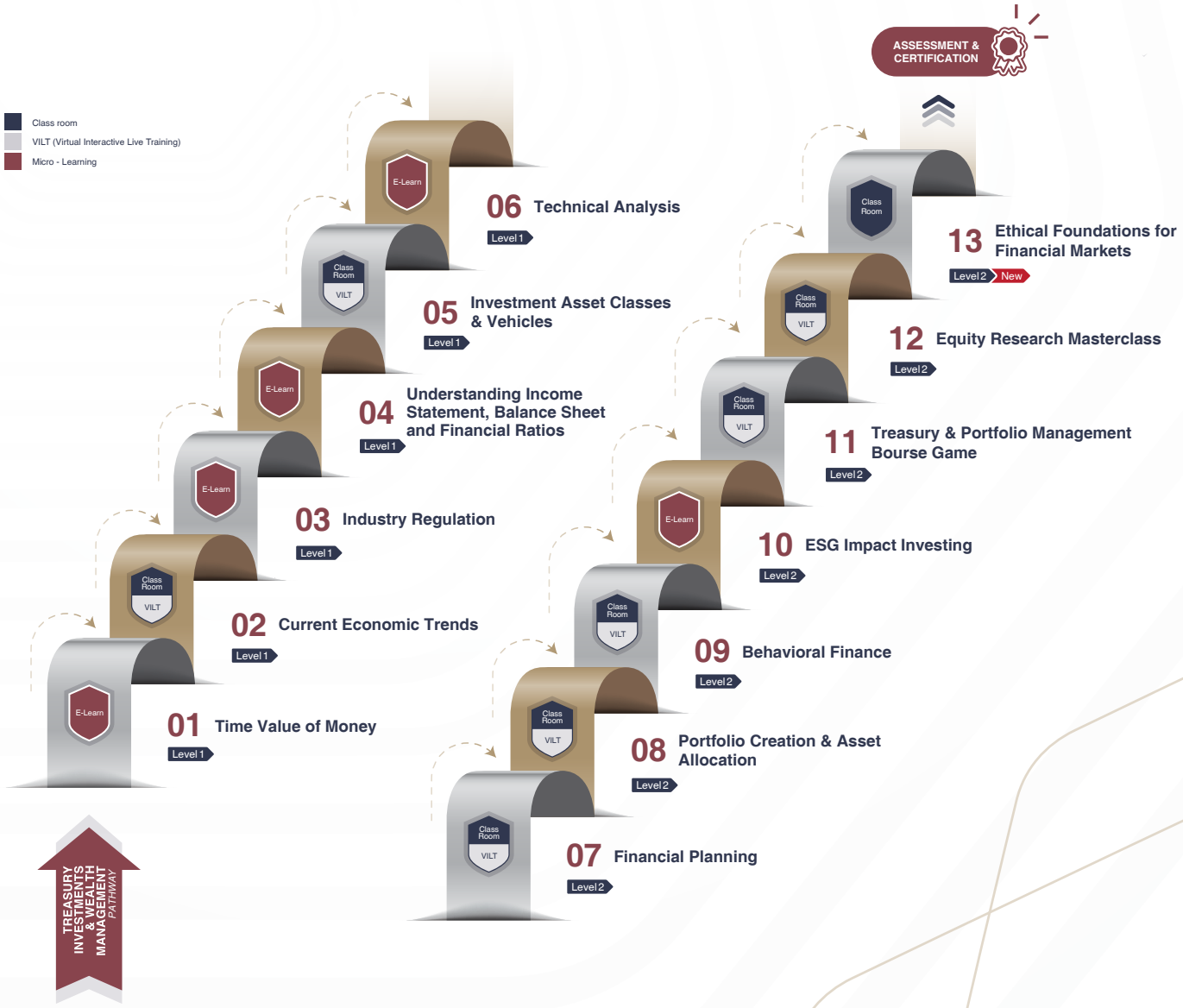
EIF INTERNATIONAL CERTIFICATE IN WEALTH MANAGEMENT (EICWM)

Purpose of the course:

The International Certificate in Wealth Management (EICWM) program is designed to provide financial professionals with a comprehensive and integrated understanding of wealth management principles and practices. This program equips participants with the knowledge and skills required to navigate the complex world of wealth management, catering to the diverse needs of clients. The EICWM program aims to develop competent wealth managers who can make informed decisions, manage portfolios effectively, and uphold ethical standards in the financial industry.

Learning Outcomes:

Upon completion of this program, participants will emerge with a diverse skill set and knowledge base that equips them to excel in wealth management. They will master financial concepts, enabling them to assess investment values in a nuanced manner. Participants will gain the ability to interpret and respond to economic trends, a vital skill in dynamic financial markets. Understanding industry regulations will ensure that they remain compliant and adhere to ethical standards in their financial practices. They will also be proficient in interpreting financial statements, which is instrumental in assessing the financial health of businesses and making informed investment decisions. Additionally, participants will be well-versed in the art of optimizing portfolio creation and asset allocation, enabling them to construct diversified and balanced investment portfolios that align with clients' goals and objectives.



TREASURY, INVESTMENTS & WEALTH MANAGEMENT

01 Asset & Liabilities Management Primer

New Course

Program Code	Course Type	Lab
1418	CLASS / VILT	NO

Foundation | 1 Day | Entry Level, Senior Individual Contributor

Purpose

This course serves as a foundational primer on the critical field of asset and liabilities management (ALM). Participants will gain insight into the various asset and liability categories, risk management in ALM, liquidity and interest rate risk analysis, and the application of ALM techniques to optimize a bank's operations. By the course's end, participants will be equipped with the knowledge and tools needed to make informed decisions related to a financial institution's balance sheet, ensuring its stability and financial health.

Learning Outcomes

- Define asset and liability categories.
- Comprehend risk management in ALM.
- Analyze liquidity and interest rate risk.
- Apply ALM techniques to optimize bank operations.

Location: Dubai, SHJ, AD

02 Foreign Exchange Primer

Program Code	Course Type	Lab
6206	E-LEARNING	NO

Foundation | NA | Entry Level, Senior Individual Contributor

Purpose

Introduce foundational concepts of foreign exchange, covering rates, transactions, and market dynamics.

Learning Outcomes

- Understand foreign exchange rates and mechanisms.
- Execute basic foreign exchange transactions.
- Comprehend key factors impacting currency markets.

Location: Online

03 Time Value for Money Applications

Program Code	Course Type	Lab
6208	E-LEARNING	NO

Foundation | NA | Entry Level, Senior Individual Contributor

Purpose

Apply time value of money principles in practical scenarios, enhancing financial decision-making skills by calculating future and present values, and optimizing choices based on time value concepts.

Learning Outcomes

- Calculate future values and present values in real-world situations, utilize time value analysis for investment evaluation, and optimize financial choices based on time value concepts.

Location: Online

04 Time Value of Money

Program Code	Course Type	Lab
1419	CLASS / VILT	NO

Foundation | 1 Day | Entry Level, Senior Individual Contributor

Purpose

This course aims to provide a comprehensive introduction to the concept of time value of money, a fundamental principle in finance. Participants will develop a solid understanding of how money's worth changes over time and its implications for investment and financial decision-making. By the end of this course, participants will be well-versed in calculating future and present values, appreciating the significance of compounding and discounting, and applying time value of money concepts to evaluate investment opportunities. This foundational knowledge is essential for making informed financial choices and assessing the value of investments over time.

Learning Outcomes

- Calculate future and present values.
- Understand compounding and discounting principles.
- Apply time value of money in financial decision-making.
- Evaluate investment opportunities using time value analysis.

Location: Dubai, SHJ, AD

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

05 Treasury Insights for Non Treasury Staff

Program Code	Course Type	Lab
1412	CLASS / VILT	NO

Foundation | 1 Day | Entry Level, Senior Individual Contributor

Purpose

The purpose of this course is to familiarize non-treasury staff with the essential principles and functions of treasury management. By the end of the program, participants will have a clear understanding of the core responsibilities within the treasury department, the vital role treasury plays in overall financial management, risk management strategies, and the ability to collaborate effectively with treasury teams. This foundational knowledge empowers non-treasury professionals to engage meaningfully in financial decision-making processes and contribute to their organization's financial success.

Learning Outcomes

- Identify core treasury responsibilities.
- Explain the role of treasury in financial management.
- Recognize risk management strategies.
- Collaborate effectively with treasury teams.

Location: Dubai, SHJ, AD

06 Treasury Insights for Non Treasury Staff

Program Code	Course Type	Lab
6207	E-LEARNING	NO

Foundation | NA | Entry Level, Senior Individual Contributor

Purpose

Provide non-treasury professionals with foundational insights into treasury functions and collaboration, emphasizing the recognition of key treasury responsibilities and functions, enhanced communication, cooperation, and risk management strategies.

Learning Outcomes

- Recognize key treasury responsibilities and functions, enhance communication and cooperation with treasury teams, identify risk management strategies in treasury.

Location: Online

07 Treasury Operations

Program Code	Course Type	Lab
1433	CLASS / VILT	NO

Foundation | 1 Day | Entry Level, Senior Individual Contributor

Purpose

The purpose of this course is to train participants in the operational intricacies of treasury functions. By the end of the program, participants will be adept at cash flow forecasting, executing money market operations, effectively managing financial instruments, and understanding the regulatory compliance requirements within the treasury domain. This training equips individuals with the practical skills and knowledge necessary to operate efficiently in a treasury role, contributing to their organization's financial stability and risk management.

Learning Outcomes

- Perform cash flow forecasting.
- Execute money market operations.
- Manage financial instruments effectively.
- Understand regulatory compliance in treasury.

Location: Dubai, SHJ, AD

08 Bond Duration & Convexity

Program Code	Course Type	Lab
6265	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Delve into the concepts of bond duration and convexity, vital for bond investment and risk management, and calculate bond duration and convexity, assess interest rate risk, and optimize bond investment strategies.

Learning Outcomes

- Calculate bond duration and convexity, assess interest rate risk and bond price changes, and optimize bond investment strategies.

Location: Online

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

09 Bond Yield

Program Code	Course Type	Lab
6267	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Explore the intricacies of bond yields, including yield calculations and yield-to-maturity concepts, and make informed bond investment decisions by calculating bond yields, yield-to-maturity, and assessing the impact of interest rate changes.

Learning Outcomes

- Calculate bond yields and yield-to-maturity, assess the impact of interest rate changes on bond yields, and make informed bond investment decisions.

Location: Online

10 Bond Yield Curves Analysis

Program Code	Course Type	Lab
6266	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Analyze yield curve dynamics and their significance in fixed income investments, interpreting yield curve shapes, assessing interest rate expectations, and optimizing fixed income investment strategies.

Learning Outcomes

- Interpret yield curve shapes and their implications, assess interest rate expectations from yield curve analysis, and optimize fixed income investment strategies.

Location: Online

11 Corporate Finance

Program Code	Course Type	Lab
1428	CLASS / E-LEARNING	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

This course is designed to provide participants with a comprehensive understanding of corporate finance principles and practices. Participants will delve into financial management, capital budgeting, and corporate valuation. By the end of the program, participants will be well-versed in financial decision-making for businesses, optimizing capital structures, and valuing corporate investments. This knowledge is essential for professionals engaged in corporate finance and investment analysis.

Learning Outcomes

- Explore financial management and capital budgeting.
- Optimize capital structures for businesses.
- Value corporate investments accurately.
- Make sound financial decisions in a corporate context.

Location: Dubai, SHJ, AD

12 Credit derivatives

Program Code	Course Type	Lab
1435	E-LEARNING	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

The purpose of this course is to deepen participants' knowledge of credit derivatives and their role in risk management. Participants will explore credit default swaps, collateralized debt obligations, and credit-linked notes. By the end of the program, participants will be equipped to assess and utilize credit derivatives to hedge and manage credit risk effectively, enhancing their risk management skills in the financial industry.

Learning Outcomes

- Explore credit default swaps, collateralized debt obligations, and credit-linked notes.
- Assess and utilize credit derivatives to hedge and manage credit risk.
- Enhance risk management skills in the financial industry.
- Make informed decisions regarding credit risk and derivatives.

Location: Online

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

13 Credit Derivatives

Program Code	Course Type	Lab
6261	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Examine the world of credit derivatives, understanding credit default swaps and risk management, and analyzing credit default swaps, credit risk evaluation, and making informed decisions in credit risk management.

Learning Outcomes

- Analyze credit default swaps and their applications, evaluate credit risk and credit derivative strategies, and make informed decisions in credit risk management.

Location: Online

14 Debt Capital Markets (DCM) & Fixed Income

Program Code	Course Type	Lab
1422	FLIPPED	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

This intermediate-level course delves into the complexities of debt capital markets and fixed income securities. Participants will gain an in-depth understanding of debt instruments, market dynamics, and fixed income valuation. By the end of the program, participants will be capable of analyzing and evaluating debt securities, assessing market conditions, and making informed investment decisions. This knowledge is essential for professionals engaged in debt financing and fixed income investment.

Learning Outcomes

- Analyze debt instruments and market dynamics.
- Evaluate fixed income securities and their valuation.
- Assess market conditions for debt investments.
- Make informed investment decisions in fixed income.

Location: Dubai, SHJ, AD

15 Debt Capital Markets (DCM) & Fixed Income

Program Code	Course Type	Lab
6209	E-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Explore the debt capital markets and fixed income securities, including market dynamics and valuation, by analyzing debt capital market instruments, evaluating fixed income securities, and making informed investment decisions.

Learning Outcomes

- Analyze debt capital market instruments and their features, evaluate fixed income securities and their pricing, and make informed investment decisions in fixed income.

Location: Online

16 Derivatives

Program Code	Course Type	Lab
6005	E-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Gain a deeper understanding of derivative contracts and their applications in risk management and investment strategies, by analyzing the intricacies of derivative contracts, assessing the role of derivatives in risk management, and developing strategies for using derivatives in investment portfolios.

Learning Outcomes

- Analyze the intricacies of derivative contracts, assess the role of derivatives in risk management, and develop strategies for using derivatives in investment portfolios.

Location: Online

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

17 Foreign Exchange Primer

Program Code	Course Type	Lab
1405	CLASS / VILT	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Building on the foundational knowledge of time value of money, this intermediate-level course delves deeper into the complexities of foreign exchange. Participants will gain a comprehensive understanding of foreign exchange markets, risk management strategies in forex, the execution of currency hedging strategies, and the interpretation of exchange rate movements. This course empowers individuals to navigate the dynamic world of foreign exchange, make informed decisions, and manage currency-related risks effectively.

Learning Outcomes

- Analyze foreign exchange markets.
- Implement risk management in forex.
- Execute currency hedging strategies.
- Interpret exchange rate movements.

Location: Dubai, SHJ, AD

18 Futures pricing, margining and Settlement process

Program Code	Course Type	Lab
1954	E-LEARNING	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

This intermediate-level course focuses on futures markets and their pricing, margining, and settlement processes. Participants will gain proficiency in futures contract valuation, margin requirements, and the procedures for contract settlement. By the end of the program, participants will be able to assess and manage risk in futures trading, making informed decisions in these dynamic financial markets.

Learning Outcomes

- Value futures contracts and understand pricing mechanisms.
- Comprehend margin requirements and their role in risk management.
- Navigate the procedures for contract settlement.
- Assess and manage risk effectively in futures trading.

Location: Online

19 Futures Pricing, Margining and Settlement Process

Program Code	Course Type	Lab
6260	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Explore the pricing, margining, and settlement processes in futures markets, critical for risk management, and value futures contracts, understand pricing mechanisms, comprehend margin requirements, and navigate the procedures for contract settlement.

Learning Outcomes

- Value futures contracts and understand pricing mechanisms, comprehend margin requirements and their role in risk management, and navigate the procedures for contract settlement.

Location: Online

20 How to Protect Your Investment Portfolio from a Market Crash - Focused Lecture Series

Program Code	Course Type	Lab
6075	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Learn strategies to safeguard your investment portfolio during market downturns, focusing on risk mitigation, and develop risk management strategies for market downturns, apply protective measures to reduce portfolio losses, and make informed decisions in turbulent markets.

Learning Outcomes

- Develop risk management strategies for market downturns, apply protective measures to reduce portfolio losses, and make informed decisions in turbulent markets.

Location: Online

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

21 Introduction to Forward Contracts

Program Code	Course Type	Lab
6271	E-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Provide an introduction to forward contracts and their applications in risk management and hedging, by understanding the basics of forward contracts and their uses, evaluating risk management strategies using forward contracts, and making informed decisions regarding forward contract applications.

Learning Outcomes

- Understand the basics of forward contracts and their uses, evaluate risk management strategies using forward contracts, and make informed decisions regarding forward contract applications.

Location: Online

22 Introduction to Futures Contracts

Program Code	Course Type	Lab
6272	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Introduce participants to futures contracts, exploring their mechanics and applications, and understand the structure and functioning of futures contracts, analyze the role of futures in risk management and speculation, and make informed decisions regarding futures trading.

Learning Outcomes

- Understand the structure and functioning of futures contracts, analyze the role of futures in risk management and speculation, and make informed decisions regarding futures trading.

Location: Online

23 Introduction to Option Contracts

Program Code	Course Type	Lab
6270	E-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Familiarize participants with option contracts and their utility in risk management and investment, by learning the basics of option contracts, assessing the role of options in hedging and trading strategies, and making informed decisions regarding option applications.

Learning Outcomes

- Learn the basics of option contracts, including calls and puts, assess the role of options in hedging and trading strategies, and make informed decisions regarding option applications.

Location: Online

24 Investment Asset Classes & Vehicles

Program Code	Course Type	Lab
1437	CLASS / VILT	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

This course aims to familiarize participants with various investment asset classes and vehicles. Participants will gain insights into equities, bonds, alternative investments, and their respective characteristics. By the end of the program, participants will be able to differentiate between asset classes, understand the risks and rewards associated with each, and select suitable investment vehicles to achieve financial objectives. This knowledge is critical for making diversified and well-informed investment choices.

Learning Outcomes

- Differentiate between equities, bonds, and alternative investments.
- Understand the risks and rewards of each asset class.
- Select suitable investment vehicles based on financial objectives.
- Make diversified and informed investment choices.

Location: Dubai, SHJ, AD

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

25 Money Markets

Program Code	Course Type	Lab
1431	CLASS / VILT	NO

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

This intermediate-level course is designed to deepen participants' understanding of money markets. The course focuses on the intricacies of money market instruments, trading, and risk management. By the end of the program, participants will be well-equipped to analyze money market trends, employ effective trading strategies, and manage risk in this dynamic financial arena. This knowledge is crucial for professionals seeking to optimize short-term investments and liquidity management.

Learning Outcomes

- Analyze money market instruments and their features.
- Develop effective trading strategies for money market securities.
- Implement risk management techniques in money market operations.
- Optimize short-term investments and liquidity management.

Location: Dubai, SHJ, AD

26 Money Markets

Program Code	Course Type	Lab
6243	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Explore the regulatory landscape within the industry, including compliance, standards, and legal requirements, by interpreting industry regulations and compliance standards, navigating legal and ethical considerations, and ensuring regulatory adherence in financial transactions.

Learning Outcomes

- Interpret industry regulations and compliance standards, navigate legal and ethical considerations within the industry, and ensure regulatory adherence in financial transactions.

Location: Online

27 Option Pricing

Program Code	Course Type	Lab
6274	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Explore the pricing of options, focusing on mathematical models and factors influencing option values, by calculating option prices using mathematical models, understanding the key determinants of option values, and applying option pricing strategies effectively.

Learning Outcomes

- Calculate option prices using mathematical models, understand the key determinants of option values, and apply option pricing strategies effectively.

Location: Online

28 Portfolio Creation & Asset Allocation

Program Code	Course Type	Lab
1438	CLASS / VILT	YES

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

The purpose of this intermediate-level course is to provide participants with the skills and strategies to create well-balanced investment portfolios. Participants will learn the principles of asset allocation, risk management, and portfolio diversification. By the end of the program, participants will be capable of constructing portfolios aligned with investment goals, risk tolerance, and market conditions, enhancing their ability to optimize returns while managing risk.

Learning Outcomes

- Understand the principles of asset allocation and portfolio diversification.
- Manage risk in portfolio construction.
- Construct portfolios aligned with investment goals and risk tolerance.
- Optimize returns while balancing risk in investment portfolios.

Location: Dubai, SHJ, AD

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

29 Technical Analysis

Program Code	Course Type	Lab
1416	SIMULATION	YES

Intermediate | 1 Day | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

The purpose of this course is to equip participants with the skills and knowledge to perform technical analysis in financial markets. Participants will gain proficiency in chart analysis, trend identification, and the use of technical indicators to make informed trading and investment decisions. By the end of the program, participants will be able to conduct technical analysis effectively, identify price trends, and assess potential entry and exit points in the market.

Learning Outcomes

- Conduct chart analysis and trend identification.
- Utilize technical indicators for decision-making.
- Identify potential entry and exit points in the market.
- Apply technical analysis effectively to assess market trends.

Location: Dubai

30 Technical Analysis Series (Technical Analysis & Dow Theory) - Focused Lecture Series

Program Code	Course Type	Lab
6122	MICRO-LEARNING	NO

Intermediate | NA | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Delve into technical analysis and Dow Theory, developing skills for chart analysis and trend identification, by performing chart analysis and identifying market trends, understanding the principles of Dow Theory and its applications, and making informed decisions based on technical analysis.

Learning Outcomes

- Perform chart analysis and identify market trends, understand the principles of Dow Theory and its applications, and make informed decisions based on technical analysis.

Location: Online

31 Technical Analysis Series (Types of Charts and Candlestick Patters) - Focused Lecture Series

Program Code	Course Type	Lab
6123	MICRO-LEARNING	NO

Intermediate | NA | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Explore various types of charts and candlestick patterns, enhancing technical analysis skills, by differentiating between different chart types and their applications, recognizing key candlestick patterns and their significance, and applying advanced technical analysis techniques.

Learning Outcomes

- Differentiate between different chart types and their applications, recognize key candlestick patterns and their significance, and apply advanced technical analysis techniques.

Location: Online

32 Technical Analysis Tools

Program Code	Course Type	Lab
6137	MICRO-LEARNING	NO

Intermediate | NA | Senior Individual Contributor, Team Leader/Manager, Unit Head/Division Head

Purpose

Provide participants with tools and indicators for effective technical analysis in financial markets, by utilizing technical analysis tools for trend identification, implementing technical indicators in decision-making, and making informed trading and investment choices based on technical analysis.

Learning Outcomes

- Utilize technical analysis tools for trend identification, implement technical indicators in decision-making, and make informed trading and investment choices based on technical analysis.

Location: Online

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

33 Transfer Pricing

Program Code	Course Type	Lab
6352	MICRO-LEARNING	NO

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Explore transfer pricing intricacies in international business, examining methods, regulations, and compliance.

Learning Outcomes

- Analyze transfer pricing methods and their application.
- Understand international transfer pricing regulations.
- Evaluate and ensure transfer pricing compliance.

Location: Online

34 Types of Bonds

Program Code	Course Type	Lab
6276	MICRO-LEARNING	NA

Intermediate | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Explore the various types of bonds, including government, corporate, and municipal bonds, and their characteristics, by differentiating between government, corporate, and municipal bonds, assessing the risk and return profiles of different bond types, and making informed bond investment decisions based on bond characteristics.

Learning Outcomes

- Differentiate between government, corporate, and municipal bonds, assess the risk and return profiles of different bond types, and make informed bond investment decisions based on bond characteristics.

Location: Online

35 Behavioral Finance

Program Code	Course Type	Lab
1423	CLASS / VILT	NO

Specialization | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

The purpose of this specialization is to explore the field of behavioral finance, delving into the psychological factors influencing financial decision-making. Participants will gain a specialized understanding of how emotions and cognitive biases impact investment choices and market behavior.

Learning Outcomes

- Analyze the psychological factors affecting financial decisions.
- Recognize cognitive biases and their impact on investment behavior.
- Develop strategies to mitigate emotional influences on financial choices.
- Make more rational and informed investment decisions.

Location: Dubai, SHJ, AD

36 Derivatives

Program Code	Course Type	Lab
1407	CLASS / VILT	NO

Specialization | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

The purpose of this specialization is to provide an in-depth understanding of derivatives, including futures, options, and swaps, and their applications in risk management and investment strategies. Participants will gain specialized knowledge to navigate and analyze derivative contracts, assess risk, and make informed investment decisions.

Learning Outcomes

- Analyze the intricacies of futures, options, and swaps.
- Assess the role of derivatives in risk management.
- Develop strategies for using derivatives in investment portfolios.
- Make informed decisions regarding derivative trading and hedging.

Location: Dubai, SHJ, AD

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

37 Introduction to Swap Contracts

Program Code	Course Type	Lab
6273	MICRO-LEARNING	NO

Specialization | NA | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

Familiarize participants with the world of swap contracts, including interest rate swaps and credit default swaps, by understanding the mechanics and applications of interest rate swaps, analyzing credit default swaps and their role in credit risk management, and making informed decisions regarding swap contracts and their use in risk management.

Learning Outcomes

- Understand the mechanics and applications of interest rate swaps, analyze credit default swaps and their role in credit risk management, and make informed decisions regarding swap contracts and their use in risk management.

Location: Online

38 Interest Rates Derivatives

Program Code	Course Type	Lab
1436	CLASS / VILT	NO

Specialization | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This specialization is designed to provide participants with specialized knowledge of interest rates derivatives, including swaps, forward rate agreements, and more. Participants will gain expertise in managing and leveraging interest rate risk in financial portfolios.

Learning Outcomes

- Analyze interest rates derivatives and their applications.
- Develop strategies for interest rate risk management.
- Assess the role of interest rate derivatives in financial portfolios.
- Make informed decisions regarding interest rate risk hedging.

Location: Dubai, SHJ, AD

39 SCA Regulations: An Overview

Program Code	Course Type	Lab
1951	CLASS / VILT	NO

Specialization | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This specialization offers participants a comprehensive overview of Securities and Commodities Authority (SCA) regulations. Participants will gain a deep understanding of regulatory compliance in financial markets and the legal framework governing securities and commodities.

Learning Outcomes

- Interpret and apply SCA regulations effectively.
- Navigate the legal framework for securities and commodities.
- Ensure regulatory compliance in financial transactions.
- Make informed decisions regarding regulatory adherence.

Location: Dubai, SHJ, AD

40 Treasury solutions for relationship managers

Program Code	Course Type	Lab
1425	CLASS / VILT	NO

Specialization | 1 Day | Team leader/Manager, Unit Head/Division Head in Relationship Banking

Purpose

The purpose of this specialization is to equip relationship managers with specialized knowledge in treasury solutions. Participants will gain an in-depth understanding of treasury products and services to better serve the financial needs of clients and enhance customer relationships.

Learning Outcomes

- Comprehend treasury products and their applications.
- Develop customized treasury solutions for clients.
- Enhance customer relationships through treasury services.
- Make informed recommendations for client financial needs.

Location: Dubai, SHJ, AD

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

41 Equity Research Masterclass

Program Code	Course Type	Lab
1411	CLASS / VILT	NO

Masterclass | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

The purpose of this masterclass is to provide participants with advanced skills in equity research and analysis. Participants will gain expertise in evaluating stocks, assessing financial statements, and making investment recommendations.

Learning Outcomes

- Conduct in-depth equity research and analysis.
- Evaluate financial statements and assess company performance.
- Develop investment recommendations based on thorough analysis.
- Make informed decisions in the field of equity research.

Location: Dubai, SHJ, AD

42 Ethical Foundations for Financial Markets

New Course

Program Code	Course Type	Lab
1450	CLASSROOM	NO

Masterclass | 1 Day | Open to professionals working in Treasury, Investments and Wealth Management domains.

Purpose

This course deepens understanding of ethical principles in the financial sector. It equips participants to navigate complex ethical dilemmas, prioritize client interests, and align values with fiduciary responsibilities. Regulatory compliance expertise is emphasized, and participants develop a personalized code of ethics. Participants will learn to uphold the highest professional standards, ensuring trust, integrity, and commitment to clients in their financial careers.

Learning Outcomes

- Understand core ethical principles, emphasizing integrity, transparency, and client trust in financial markets.
- Analyze and address intricate ethical dilemmas using a structured decision-making approach.
- Align personal and professional values with fiduciary responsibilities to prioritize clients' best interests.
- Comprehend financial market regulations, maintaining compliance with ethical codes and standards to build and sustain public trust.

Location: Dubai, SHJ, AD

43 Exotic Options & Structured Products

Program Code	Course Type	Lab
1414	CLASS / VILT	NO

Masterclass | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This masterclass delves into exotic options and structured financial products. Participants will gain advanced knowledge in complex derivatives and structured investment vehicles, exploring their applications in risk management and investment strategies.

Learning Outcomes

- Analyze exotic options and structured products intricately.
- Develop customized investment strategies using these complex instruments.
- Assess risk and reward in structured product investments.
- Make informed decisions in the field of exotic options and structured products.

Location: Dubai, SHJ, AD

44 ACI Dealing Certificate (ACI)

Program Code	Course Type	Lab
2151	PROFESSIONAL CERTIFICATION	YES

Professional Qualification | NA | Open to Treasury Professionals, preferably entry and mid-mangement level

Purpose

The ACI Dealing Certificate aims to equip finance professionals with the essential knowledge and skills required for effective and ethical dealing in financial markets. This certificate program focuses on building expertise in financial instruments, risk management, and market operations, preparing individuals for roles in trading, risk management, and compliance within the global financial industry.

Learning Outcomes

- Demonstrate a comprehensive understanding of various financial instruments and their valuation.
- Apply risk management principles to assess and mitigate financial market risks.
- Execute efficient and compliant market operations while adhering to regulatory guidelines.
- Develop proficiency in money market, foreign exchange, and fixed income trading.
- Uphold the highest ethical standards in financial market dealings.

Location: NA

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

45 CFA Level 1 (CFA Institute)

Program Code	Course Type	Lab
2153	PROFESSIONAL QUALIFICATION	NO

Professional Qualification | NA | Open to Treasury and Investment professionals, preferably entry and mid-mangement level.

Purpose

The CFA Level 1, offered by the CFA Institute, is designed to provide a comprehensive understanding of investment management and financial analysis. This program equips participants with the knowledge and skills to assess financial markets, analyze investments, and make informed decisions, preparing them for careers in investment analysis and portfolio management.

Learning Outcomes

- Master the fundamentals of investment analysis, portfolio management, and economics.
- Evaluate financial markets, securities, and investment instruments.
- Apply quantitative techniques and tools for investment decision-making.
- Understand the ethical and professional standards guiding the financial industry.
- Prepare for the CFA Level 2 examination, building a strong foundation for further career advancement in finance.

Location: NA

46 International Certificate in Wealth & Investment Management (CISI)

Program Code	Course Type	Lab
2152	PROFESSIONAL QUALIFICATION	NO

Professional Qualification | NA | Open to Investment & Wealth Management Professionals, preferably entry and mid-mangement level.

Purpose

The International Certificate in Wealth & Investment Management, offered by CISI, aims to educate financial professionals in the complexities of wealth and investment management. This certificate program provides a foundation in investment products, portfolio construction, and regulatory compliance, enabling participants to serve clients' wealth management needs effectively.

Learning Outcomes

- Understand various asset classes, investment products, and their suitability for clients.
- Construct diversified and well-balanced investment portfolios aligned with clients' objectives.
- Comprehend the legal and regulatory frameworks governing wealth management.
- Apply ethical principles in providing sound advice and client-centric solutions.
- Strengthen client relationships through informed and responsible wealth management practices.

Location: NA

47 Algorithmic Trading

New Course

Program Code	Course Type	Lab
1452	CLASSROOM	YES

Simulation | 1 Day | Open to all levels of banking and finance sector

Purpose

This course aims to equip banking and finance professionals with practical skills in low-code algorithmic trading using Python and open-source APIs. Participants will learn to analyze charts, implement stop-loss orders, and automate trading strategies. The course focuses on hands-on, accessible techniques to enhance decision-making and risk management in financial markets.

Learning Outcomes

- Analyze financial charts for data-driven trading insights.
- Implement low-code algorithmic trading strategies.
- Apply stop-loss orders for risk management.
- Automate trading decisions with Python.

Location: Dubai, AD

48 Artificial Intelligence and Financial Markets

New Course

Program Code	Course Type	Lab
1451	CLASSROOM	YES

Simulation | 1 Day | Open to all levels of banking and finance sector

Purpose

The purpose of the course is to equip banking and financial sector professionals with a comprehensive understanding of Artificial Intelligence (AI) as it applies to financial markets. Participants will gain practical, low-code AI skills, enabling them to leverage AI tools and techniques for enhanced decision-making, risk assessment, trading strategies, and insights within the complex and dynamic financial markets.

Learning Outcomes

- Gain a foundational understanding of neural networks.
- Assess the utility of deep learning in financial markets.
- Create and apply low-code AI models for portfolio optimization.
- Investigate neural networks for AI-based decision-making in volatile market scenarios.

Location: Dubai, AD

TREASURY, INVESTMENTS & WEALTH MANAGEMENT

49 Simulated Financial Market Experience for Beginners

Program Code	Course Type	Lab
1430	CLASS / VILT	YES

Simulation | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This simulation offers beginners a practical introduction to financial markets. Participants will engage in a simulated financial market experience, allowing them to apply basic financial concepts and develop an understanding of trading and investment in a risk-free environment.

Learning Outcomes

- Participate in a simulated financial market experience.
- Apply foundational financial concepts in a risk-free environment.
- Develop basic trading and investment skills.
- Gain hands-on experience and confidence in financial market participation.

Location: Dubai

50 Treasury & Portfolio Management Bourse Game

Program Code	Course Type	Lab
1427	CLASS / VILT	YES

Simulation | 1 Day | Senior Indiviual Contributor, Team leader/Manager, Unit Head/Division Head

Purpose

This simulation experience aims to immerse participants in a realistic treasury and portfolio management scenario. Participants will apply their knowledge and skills to make real-time financial decisions in a simulated environment, enhancing their practical understanding of treasury and portfolio management.

Learning Outcomes

- Apply treasury and portfolio management strategies in a simulated setting.
- Make real-time investment decisions with limited resources.
- Manage risk and optimize returns within the simulation.
- Gain hands-on experience in managing financial portfolios.

Location: Dubai

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6. Downloadable certificate on course completion

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An EIF Solution

COURSE COVERAGE AREAS

- Credit Management & Corporate Banking
- Fintech and Analytics
- Insurance Management Programs
- Islamic Banking
- Quality Management
- Sales & Marketing
- Treasury and Investments
- English Program
- Human Resources Management & Leadership Programs
- Insurance-Non-Life Programs
- Personal Development, Management & Leadership Skills
- Risk & Compliance
- Trade Finance

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EMIRATIZATION LEARNING SOLUTIONS

إثراء
ETHRAA
برنامج التوطين في القطاع المالي
Financial Sector Emiritisation Programme

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EMIRATIZATION: KEY FOCUS AREAS

EIF offers learning solutions across all levels to meet the talent development objectives of the industry.

HOLISTIC LEARNING SOLUTIONS FROM NEW JOINERS TO SENIOR LEADERS

Entry Level Banker

GRADUATE

香港銀行學會 The Hong Kong Institute of Bankers
Certified Banking Operations (CBO)

Certified Graduate Program

HIGH SCHOOL

Emirati Future Banker Program

Professional Banker

- EIF International Certifications
- EIF ATP 2023 Professional Certificates

pwc ACAMS CISI HKIB FAA

Re-Skilling of Existing Workforce

- Focus on Roles which can be digitized
- future proof banker - L1
- future proof banker - L2
- Digital First Banker
- EIF International Certifications
- Reskill Journeys

High Potential Accelerator

UNIVERSITY OF OXFORD
HARVARD BUSINESS SCHOOL
INSEAD The Business School for the World®

EIF 'Leader' Framework

FAST TRACK LEARNING JOURNEY FOR FAST TRACK CAREER PROGRESSION

CERTIFIED BANKING OPERATION (CBO)

- Business Ethics & Quality
- Treasury Management & Investments
- Trade Finance
- Bank Risk Management
- Banking Law
- Retail & Corporate Banking
- Banking Products Practices

Future Skills

- Digital & Technology Awareness
- Data Literacy
- Innovation and Human Centricity

Psychometric Analysis

Certified Banker — EIF INTERNATIONAL CERTIFICATES

EIF Chartered Banker

- Fintech
- Risk Management
- Compliance
- Data Analytics
- Fraud Management
- Treasury
- Trade Finance
- Quality and Innovation
- Islamic Retail Banking
- Internal Audit
- Wealth Management
- Corporate Relationship
- Management
- Credit
- Business Communication

PROFESSIONAL CERTIFICATIONS — **Specialist Banker**

pwc · ACAMS · CISI · AAOIFI · CIPD · IQF

HARNESSING HUMAN CAPITAL MISSION

STRATEGIC KEY MESSAGES

1 Empowering The Financial Sector

The CBUAE will ensure that the financial sector benefits from the right talent, empowered with relevant professional qualifications to contribute positively to the integrity and stability of the financial economy.

The Financial Services sector will be boosted by a developed workforce at the leadership, middle management and new entrant levels.

Stronger workforce skills across four main sectors - Banking, Digital & Fintech, Insurance and HR & Administration.

New Endowment Fund will boost the creation of new Fintech start-ups and financial subsidiaries, expanding work opportunities across the nation.

Drive and promote Emiratisation across the financial sector. The successful are rewarded; others receive encouragement and retraining.

2 Towards the Next 50

Empower Emiratis as part of the "Projects of the 50" to accelerate the UAE's development path. "The main future driver for growth is human capital" (Principle 4).

Build a strong and robust national economy, including the growth, stability and security of the UAE's financial sector, in line with the highest international standards.

By accelerating Emiratisation, training a competitive national workforce will drive sustainable economic growth.

Contributes to Principle 2: "building the best and most dynamic economy in the world" and Principle 7: using the UAE's 'digital, technical and scientific excellence to define its new development and economic frontiers'.

3 Supporting Emiratisation

The 5,000 new private sector jobs created by 2023 will enhance the diversity and growth of the banking and insurance sector and the UAE's economic competitiveness.

The HHM scheme welcomes Emiratis at all levels of financial businesses - entry-level, managers and C - level - to ensure a talent progression to meet future human resource needs.

Emiratis can tap increasingly into technological areas with specific training for the flourishing Fintech sector in the banking and insurance sector.

Significantly enhanced opportunities for Emiratis keen to remain in the financial industry, though upskilling and retraining.

OUTCOME OF HHM PROGRAM

Target
5,000
new jobs by 2026
Banking 3,500

Banking Emiratization %
45 %
by 2026
current 31 %

Critical Jobs Emiratization %
45 %
in banking sector by 2026
current 25 %

CXOs Role Emiratization %
30 %
in banking sector by 2026
current 19 %

Voting Members in bank>s critical Committees Emiratization %
30 %
in banking sector by 2026
current 16 %

EIF ROLE IN PROJECT EXECUTION

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HANDLING ENTIRE ECOSYSTEM

01 EIF with CBUAE identifies the pool of candidates for this flagship program

02 Coordination with Banks to get the critical role wise requirement

03 Awareness creation for learners on various Critical roles and career opportunities

04 Detailed Assessments (Psychometric, Interviews, Tests) for role fitment

05 Coordination with Banks regarding onboarding in the roles and assigning line manager and EIF mentor

06 Delivering Learning Journeys in collaboration with Partners

07 Reporting & Dashboards for CBUAE & Banks

ETHRAA INITIATIVE

Target

5000

New critical jobs by 2026

Banking 3,500

LEARNER PROFILE

New Graduates with GPA of 3.0 above from top Universities identified after detailed assessments.

700 new employees every year from 2022

PROJECT OBJECTIVE
Develop talent pool who are

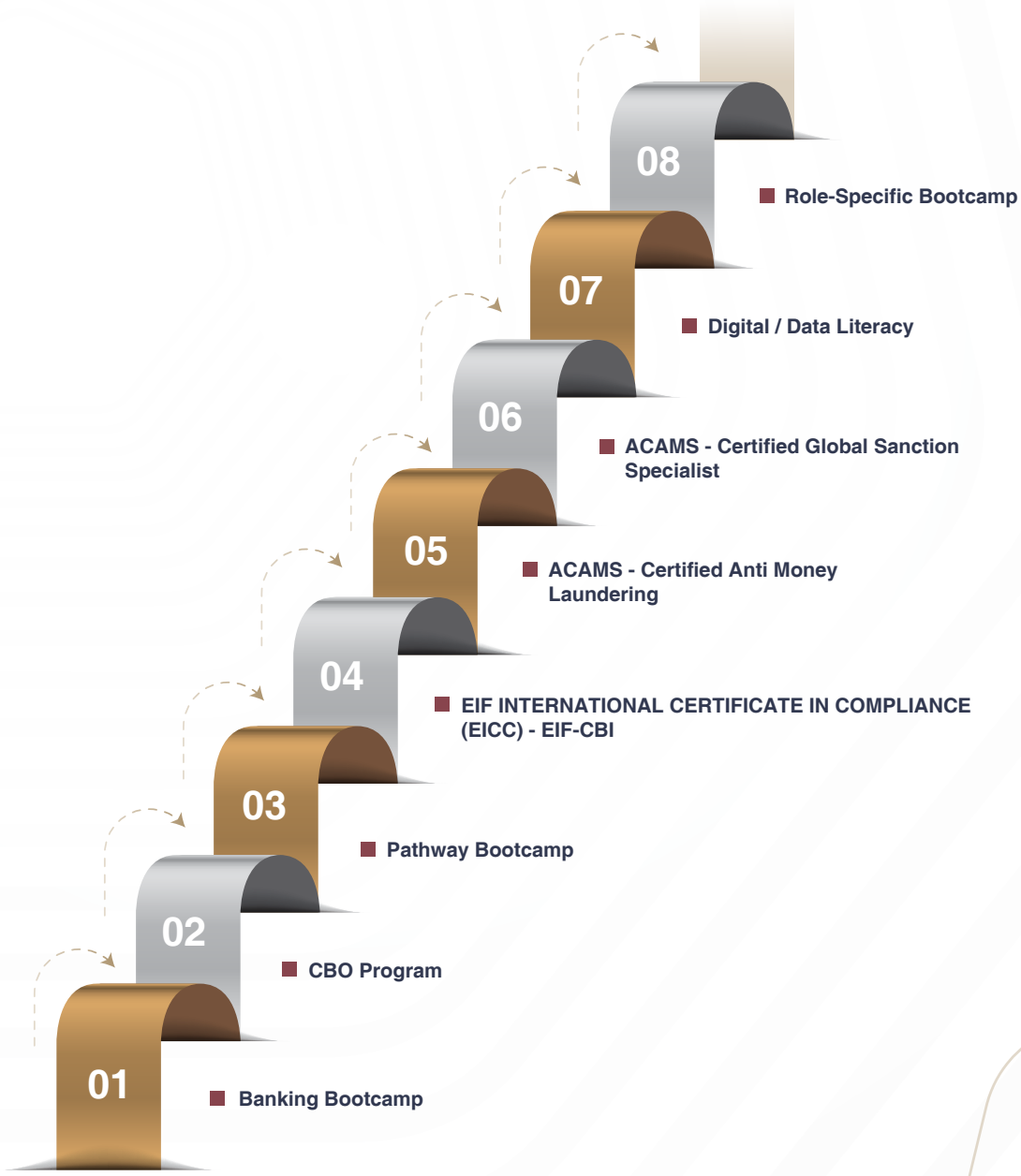
PROFESSIONALLY QUALIFIED FOR THE ROLE

SKILLED FOR THE ROLE

LEARNING & CAREER PATHWAY

COMPLIANCE JOURNEY

Learning Journey Time: **Around 2 years**



HARNESSING HUMAN CAPITAL PROGRAM

CRITICAL DOMAIN AREA	PROFESSIONAL QUALIFICATION IN THE LEARNING JOURNEY	ACCREDITATING PROFESSIONAL QUALIFICATION BODY
Compliance	• EIF-Chartered Banker Institute International Certificate in Compliance • Certified Anti-Money Laundering Specialist (CAMS) • Certified Global Sanctions Specialist (CGSS)	ACAMS Advancing Financial Crime Professionals Worldwide; Chartered Banker
Audit	• EIF-CBI International Certificate in Internal Audit • Certified Internal Auditor (CIA) Level 1 (Internal Audit Practitioner)	UAE Internal Auditors Association; Chartered Banker
SME & Corporate Banking Relationship Management	• EIF-CBI International Certificate in Relationship Management. • LIBF Certificate in Relationship Management (CertRM) • Moody›s Certificate in Commercial Credit for Corporate RM • Moody›s Certificate in Small Business Banking for SME RM	Moody's Analytics; Chartered Banker; The London Institute of Banking & Finance
Treasury	• EIF - CBI International Certificate in Treasury • Certificate in Dealing - ACI	ACI; Chartered Banker
Wealth Management	• EIF - CBI International Certificate in Treasury • Certificate in Dealing - ACI	CISI Chartered Institute for Securities & Investment; Chartered Banker
Investment	• Certificate in Introduction to investments (CISI- Level 2) • Chartered Financial Analyst (CFA) Level 1	CFA Institute; CISI Chartered Institute for Securities & Investment
Credit	• EIF-CBI International Certificate in Credit Analysis • Certificate in Commercial Credit (Moody's) • Certificate in Internal Financial Reporting-ACCA	Moody's Analytics; Chartered Banker; ACCA
Trade Finance	• EIF-CBI international Certificate in Trade Finance • Certified Documentary Credit Specialist (CDCS)-LIBF	The London Institute of Banking & Finance; Chartered Banker
Risk Management	• EIF CBI International Certificate in Risk Managment • Financial Risk Manager (FRM) - GARP	GARP FRM | Academic Partner; Chartered Banker

CRITICAL DOMAIN AREA	PROFESSIONAL QUALIFICATION IN THE LEARNING JOURNEY	ACCREDITATING PROFESSIONAL QUALIFICATION BODY
Finance / Accounting	• Association of Chartered Certified Accountants (ACCA) qualification	ACCA
Human Capital Management	• EIF- CBI International Certificate in Human Capital • Foundation Certificate in People Practice (Level 2) • Associate Diploma in People Management (Level 3) • Associate Diploma in Organisational Learning & Development (Level 5) • Associate Diploma In People Management (Level 5) • Associate Diploma in Strategic People Management (Level 7)	CIPD Chartered Institute of Personnel and Development Chartered Banker
Project Management	• Certificate in Associate Project Management (PMI) • Certified ITIL 4 Foundation	Project Management Institute.
Procurement	• Level 2 - Certificate in procurement and supply operations (CIPS) • Level 3 - Advanced Certificate in procurement and supply operations (CIPS)	CIPS Chartered Institute of Procurement & Supply
Cybersecurity	• Certified Cybersecurity Technician (CCT) - EC Council • Level 1: SSCP (Systems Security Certified Practitioner) from (ISC)² t2. Certified ITIL 4 Foundation	CISSP Certified Information Systems Security Professional
Data Analysis / Data Engineering / Data Science	• EIF-CBI International Certificate in Data Analytics 2. • Associate Big Data Engineer(ABDE) - (Data Science Council of America) • Associate Big Data Analyst (ABDA) (Data Science Council of America)	dasca DATA SCIENCE COUNCIL OF AMERICA Chartered Banker
Fintech / Digital Transformation	• EIF-CBI Certificate in Fintech • CFTE (Centre for Finance, Technology and Entrepreneurship) - Fintech 360 Programme • Certified ITIL 4 Foundation	CFTE ITIL Chartered Banker
Software Programming	• Full stack developer pathway • (Front end, database, frameworks, backend etc)	GOLDEN GATE UNIVERSITY
Product Management	• EIF-CBI Certificate in Product Management • Certified Product Manager - AIPMM	Certified Digital Product Manager AIPMM Chartered Banker
IT Infrastructure & Network	• CCNA (Certification from CISCO) • Certified ITIL 4 Foundation • EXIN - Agile Scrum Foundation	cisco CCNA ITIL

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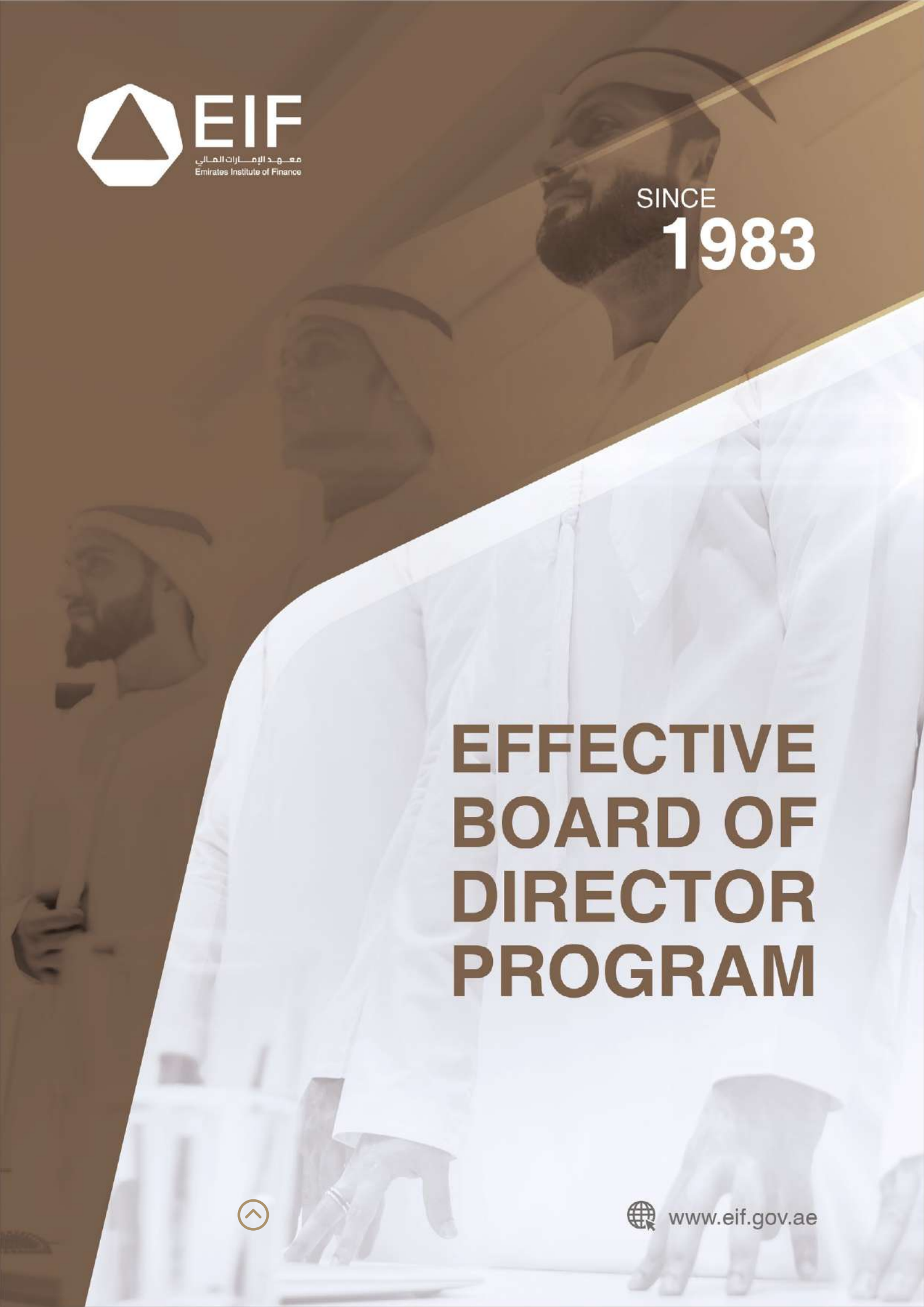
EFFECTIVE BOARD OF DIRECTOR PROGRAM



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RATIONALE FOR THE PROGRAM

Why this program

- Board of Directors have the highest responsibility to ensure effective value creation for all the stakeholders.
- This includes the need to ensure effective governance, value creation, protection of minority shareholders, full compliance with the regulatory requirements apart from value creation for shareholders

Core competencies for a Board of Director

- Given the high responsibility entrusted on them, it is imperative that the Board Members are aware of their duties, rights and responsibilities to all the stakeholders.
- As many members Board of Directors could be experts in other areas other than banking, it is imperative that they acquire banking specific knowledge to effectively discharge their duties.

EFFECTIVE BOARD OF DIRECTOR PROGRAM

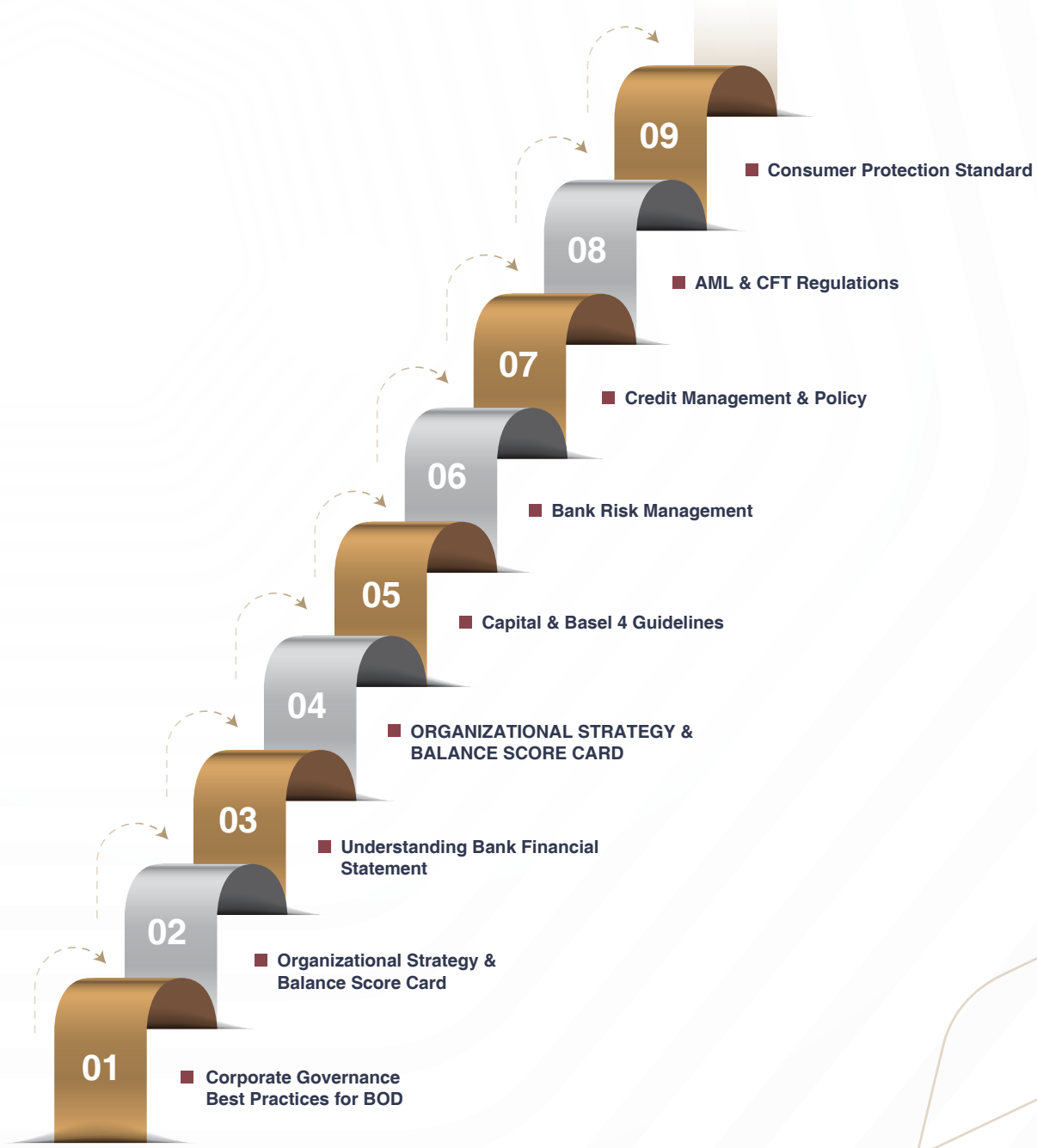
PROGRAM OBJECTIVES

1. Understand the corporate governance best practices, rights and duties of the BOD
2. Strategize effectively for value creation with a focus on digital transformation
3. Analyze the importance of capital in the banking in context of BASEL regulations
4. Understand how to effectively manage risk and analyze Risk Rated Return on capital
5. Understand the responsibilities of BOD on the regulatory front including AML/CFT, Consumer Protection areas
6. Understand the corporate governance best practices, rights and duties of the BOD

PROGRAM DETAILS

BOD PROGRAM PATHWAY

Each sessions proposed as: **1.5 hours**



MODULE DETAILS

01 Corporate Governance

Purpose

The core objective of this module is to give working knowledge about the Corporate governance best practices for the Board of Directors.

Topics

- Corporate Governance : Principles.
- Best practices.
- Role and responsibility of Board committees.

02 Organizational Strategy & Balance Score Card

Purpose

This module focuses on creating strategic organizational alignment and tracking the performance using balance score card approach.

Topics

- Setting strategy.
- Evaluating strategy execution using balance score card.

03 Digital Transformation & Strategy

Purpose

Digital ecosystem and Fintech is disrupting banking business like never before. The Banks must make strategic investments in Technology to remain agile and ahead.

Topics

- Rise of Fintech.
- Digital Ecosystem.
- How AI, RPA, Blockchain can transform Banking.

04 Understanding Bank Financials

Purpose

BOD needs to effectively track the performance of their business. In this regard, they would need to analyze the financial statement of the bank especially Income statement, Balance sheet and financial ratios.

Topics

- Bank's Income statement analysis.
- Balance sheet analysis.
- Bank's performance ratios and interpretation.

05 Capital & Basel Guidelines

Purpose

Capital adequacy is extremely critical for the growth and stability of the Bank. To effectively plan the growth agenda, the board of directors needs to understand the role of capital, types of capital, Basel regulatory guidelines on capital adequacy

Topics

- Role of capital in banking business.
- Tier 1 and Tier 2 capital.
- Capital adequacy guidelines as per Basel norms.

MODULE DETAILS

06 Bank Risk Management

Purpose

BOD needs to define the bank's risk tolerance and risk appetite and target ROEs. In this regard, it is very critical for them to understand the various types of risk faced by the Bank and credit risk in greater detail.

Topics

- Risks faced by banks.
- Risk appetite and tolerance.
- Credit risk, Market risk, Operational Risk, Liquidity Risks.

07 Credit Management & Policy

Purpose

BOD has a key role to play in defining and monitoring the effective lending policy and practices. They should effectively monitor the credit risk and prudential guidelines to ensure the health of the bank and interest of depositors.

Topics

- Credit Policy.
- Credit Risk Management.
- Loss recognition: IFRS - 9 and prudential guidelines.

08 AML AND CFT GUIDELINES

Purpose

BOD are dutybound to ensure that there are no Anti Money Laundering and Terrorist Financing risks emanating from their organization. The BOD are expected to be extremely prudent in ensuring the compliance to the CBUAE regulations.

Topics

- AML and CFT.
- Areas of potential risks.
- Regulatory responsibilities for BOD on AML/CFT.

09 Consumer Protection Regulation

Purpose

Consumer Protection Standards (CPS) is a major regulation implemented by CBUAE for protecting the interest of the consumers and stability of the financial system. The BOD has specific responsibilities in the implementation of the standard failing which there can be regulatory action.

Topics

- CBUAE Consumer Protection Standards.
- Responsibilities of BOD in Consumer Protection Standards.

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THANK YOU!

ANNUAL TRAINING PLAN 2024

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