2010 Senior Management Program in Banking

swiss : finance : institute

Specialized management education at the Swiss Finance Institute

Executives in the financial sector remain on high alert to the challenges confronting the global financial system. As recent events show, these challenges are not limited to shocks and external factors, but also include internal factors that arise from the increasingly complex interactions taking place between financial players.

It is paramount that senior practitioners assess the decisions and reactions of their peers and obtain critical knowledge before crafting their own strategy. Leaders and decision makers must understand the different forces shaping not only their own domain, but also the business and functional areas on which they depend on and which they impact.

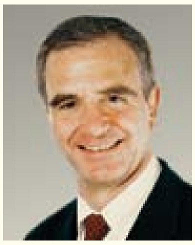
These goals find clear expression in our management programs.

The Institute's management programs provide executives with the opportunity to strengthen their management skills, broaden their factual knowledge and promote integrated thinking. As all of our presenters, and indeed our participants, bring years of exposure to the finance industry, the Senior Management Program in Banking assembles a unique wealth of industry insights into a single program.

Group discussions of case studies based on real-life situations form a core aspect of the program. You will encounter top professors, industry leaders and your peers in a stimulating and research-driven environment that caters specifically to executives in banking and finance. Participants in our programs develop lasting networks among fellow practitioners and researchers alike, an important precondition for thinking and rethinking your own strategy.

We would like to take this opportunity to welcome you to the Institute and invite you to learn more about what we do.

Dr. Harry Hurzeler
Director Executive Education



Dr. Silvia Gerber-Helbling
Program Director

2010 Senior Management Program in Banking

Objective

The Senior Management Program in Banking provides finance industry executives with an integrated and systematic view of the industry. Specifically, the program helps executives to

- achieve an in-depth understanding of key strategic industry developments and how these developments impact their business
- strengthen their ability to steer multi-business and multi-functional strategic projects through an improved ability to understand peers from other business areas
- improve their services to clients by deepening their understanding of the contributions of the different individual business areas, and what drives them
- enhance the services of operations departments through an improved understanding of key business drivers

Concept

The Senior Management Program in Banking explores the drivers behind the challenging developments confronting the industry today. On one hand, the program explores critical finance concepts pitched at a level that is tailored to non-specialists. On the other hand, the program addresses managerial responses to the production and delivery of modern financial services in these challenging times.

The program includes a dynamic international faculty, industry leaders and your peers. The program venues in Geneva, London, Madrid, and Bratislava, have been selected to take advantage of the significant strengths and opportunities afforded by these locations.

Presenters are selected for their academic knowledge and for their industry know-how arising from work as consultants or company board members. Academics focus on integrating finance knowledge while the expert practitioners illustrate real-world applications from the frontline. Special importance is given to interactive group workshops, conducted in small groups, derived from real situations in economics and banking.

- With a strong focus on industry, the program draws on internationally renowned academics selected for their industry insights and ability to convey these insights in a high-powered managerial context.
- To obtain an understanding of the practical aspects of implementation, industry leaders present conclusions from their frontline experience.
- Through careful selection of participants, a peer group with a diverse background is created ensuring critical discussions based on personal experience in various areas of banking.

Target Audience

The program is targeted at senior managers in finance, with responsibility for multiple business lines or a significant single business line, integrated services to clients or an individual operational support area, and, finally, for executives moving into any of the above positions.

Participants typically have a minimum of 10 years of experience, with 5 years in a managerial role, and are, usually, aged between 35 and 45 years. You will meet fellow executives from various financial areas including retail banking, commercial banking, private banking, asset management, investment banking, trading, operations, and support areas.

Schedule

The schedule is partitioned into four one-week blocks held in different financial centers - Geneva, London, Madrid, and Bratislava. Each block addresses a specific business area such as commercial banking or asset management, and then focuses on an integrative topic such as competitive strategy or risk management.

Date	Location	Key Topics/ Lecturers
June 21 - 25, 2010 (5 days)	Geneva	• **Competitive Strategy: Global Financial Markets** Prof. Ingo Walter • **Strategic Management** Prof. Rudolf Gruenig • **Private Banking** Dr. Harry Hurzeler
October 4 - 8, 2010 (5 days)	London	• **Asset Management** Prof. Amit Goyal • **Investment Banking** Prof. Alexander Ljungqvist
November 15 - 19, 2010 (5 days)	Madrid	• **Corporate Development, Change Management** Dr. Jens R. Maier • **Financial Services Management, Retail Banking** Prof. Teodoro D. Cocca
January 24 - 28, 2011 (5 days)	Bratislava	• **Commercial Banking, Emerging Markets** Prof. Alfred Mettler • **Risk Management** Prof. Alfred Mettler • **Integration** Prof. Jean Dermine

All information contained within this brochure is correct at the time of going to press, but the Swiss Finance Institute reserves the right to make subsequent changes to it, and services may be modified, supplemented, withheld or withdrawn.

Group work at the Geneva study block

Curriculum

Core Topics in Banking

Private Banking
Taking as its basis the strategic upheavals confronting private banking today, this topic deals with financial planning and estate planning, as well as new management challenges arising from regulatory developments.

Commercial Banking, Emerging Markets
This topic provides a wide-ranging overview of international and national developments in the commercial credit business. Together with new developments in rating analysis, option-theoretical pricing, credit risk management and credit work-out, this topic highlights the latest issues in corporate governance. Discussions will focus on developments in emerging markets, and especially the establishment of branch networks and the associated processes and operational requirements for success in this endeavor.

Financial Services Management, Retail Banking
In addition to illustrating strategic developments in the field of financial services, emphasis is placed on bank marketing with issues such as pricing, product management and customer segmentation policies as well as multi-channel management.

Asset Management
A close look will be taken at modern portfolio management. Along with the traditional allocation systems, it will cover strategic and tactical asset allocation, pension fund management and portfolio insurance.

Investment Banking
This part of the course deals with all the fundamental aspects of finance and investment management (Corporate Finance). Alongside other aspects the main points to be dealt with are shareholder value, corporate evaluations and mergers and acquisitions. There will also be an introduction to the discounted cash-flow method and to the concept of economic value added (EVA). Another focus is on the function and structures of capital markets and the development of stock markets. This includes, in particular, the subjects of IPO, secondary markets and structured OTC products. Special attention will be paid to recent challenges in clearing and settlement.

Integrative Topics

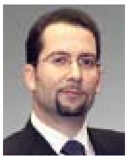
Competitive Strategy (Global Financial Markets, Strategic Management)
Topics here include the basic developments in global financial markets. They form the framework within which every financial institution must define its strategies. Hence, both opportunities and threats of the global environment are to be weighed against the banking system's strengths and weaknesses. There will be special focus on coordinated strategic planning processes that tie the individual business areas of a bank together.

Risk Management
The enormous importance of interlinking risk management within banks is now well appreciated. The main issues here will be the diverse risks facing banks in a globalized world, with a focus on current solutions offered by practitioners and academics alike.

Corporate Development, Change Management
This topic will focus on organizational behavior and corporate development in the financial service industry. Among the different aspects of organizational development we will address Human Resources management (HR-Development), leadership (e.g. organizational dynamics, trust and the health and motivation of the individual) and operational procedures. Along with current theories provided by academics, highly qualified practitioners will offer insights into their work and will contribute to group projects.

Integration
The integration component supports the application of the theoretical knowledge acquired through a management simulation. We will illustrate the results of decision-making in the fields of asset and liability, risk management and marketing.

Lecturers



Professor Teodoro D. Cocca is full professor for wealth and asset management at the Johannes Kepler University of Linz in Austria. Previously he worked for Citibank. He was a research fellow at the Stern School of Business in New York and senior researcher at the Swiss Banking Institute in Zurich. Professor Cocca is lecturer at the Universities of Zurich and Fribourg and Chairman of the Private Banking Summit in Zurich. He has published numerous articles in academic journals and is the author of two regularly published studies: "Equity Ownership in Switzerland" and "The International Private Banking Study".

Professor Jean Dermine is professor at the Center for International Financial Services at INSEAD. His research interests include asset-liability management (ALM), Basel II, credit risk, and European banking integration. He is co-author of the ALCO Challenge banking simulation, which has been used on the five continents. Professor Dermine's external activities include being a member of the advisory board of the European Capital Markets Institute, and associate editor of the International Journal of Finance Education.

Professor Amit Goyal is professor of finance at the University of Lausanne and Swiss Finance Institute. Formerly on the faculty of Emory University (Atlanta, USA), he holds a PhD in Finance from University of California at Los Angeles. His research interests are in empirical asset pricing, predictability of stock returns, portfolio optimization, and pension funds. His papers have been published in a variety of academic journals including the Journal of Finance, the Journal of Financial Economics, and the Review of Financial Studies.

Professor Rudolf Gruenig is professor for business administration at the University of Fribourg and is lecturer of strategic management in various executive programs in Switzerland, Denmark and Vietnam. Apart from his academic career, Professor Gruenig is board member and strategy consultant in several Swiss companies. He has written numerous books and articles on strategic management, planning and decision-making (i.e. Rudolf Gruenig, Richard Kuehn - Process-based Strategic Planning, 5th edition, Berlin/Heidelberg 2008 and Rudolf Gruenig, Richard Kuehn - Successful Decision-making, 2nd edition, Berlin/Heidelberg 2009).

Dr. Harry Hurzeler is COO and Director of Executive Education at the Swiss Finance Institute. Previously he worked for Credit Suisse as Managing Director of CS Trust & Banking, as Head of Private Banking, and finally as Managing Director and Country Manager Japan for CS First Boston. Dr. Hurzeler has a PhD in Mathematics from the Swiss Federal Institute of Technology and a degree in Business Administration from the University of St. Gallen.

Professor Alexander Ljungqvist is research professor of finance at New York University Stern School of Business. Previously he taught at London Business School and Oxford University's Saïd Business School and has worked for Deutsche Bank, Berenberg Bank, Schroders, Munchmeyer, Hengst & Co., the Swedish Trade Council, and the Swedish Foreign Ministry. His primary research areas include financial intermediation, investment banking, IPSs, entrepreneurial finance and venture capital, corporate governance, and behavioral corporate finance. Professor Ljungqvist has published articles in the Journal of Finance, the Review of Financial Studies, and the Journal of Financial Economics.

Dr. Jens R. Maier is working with the University of St. Gallen as lecturer and senior research fellow at the Institute for Leadership and Human Resource Management. He holds Master degrees in Industrial Engineering (Hamburg University) and Business Administration (University of Bradford). He obtained his PhD from Warwick Business School. He held academic appointments in Marketing and Strategy at Warwick Business School, University of Southern California and London Business School. Dr. Jens Maier held senior executive positions in global companies like Daimler Benz and Zurich Financial Services.

Professor Alfred Mettler is professor of finance at Georgia State University. Previously he has held academic positions at the Swiss Banking Institute and New York University. Professor Mettler has won several teaching awards, including the faculty recognition award for teaching and the students' Crystal Apple award for excellence in teaching at Georgia State University. His research focuses on equity/debt financing of corporations, enterprise risk management applications, and the management of credit risk exposures. He has consulted for numerous organizations, including UBS, Morgan Stanley, Nestle and Lucent.

Professor Ingo Walter is Seymour Milstein Professor of Finance, Corporate Governance and Ethics at New York University Stern School of Business. His principal areas of academic and consulting activity include international banking and the economics of multinational corporate operations. Professor Walter is the author and/or editor of 26 books, most recently Governing the Modern Corporation, published by Oxford University press, 2006. He studied at Lehigh University and received his PhD from New York University.

Industry Speakers

Extract of past and current Industry Speakers:

Laurent Bachmann	Managing Director, Credit Suisse Private Banking, Zurich
Philip Biber	COO, Union Bancaire Privée, Geneva
Grégoire Bordier	Managing Partner, Bordier & Cie., Geneva
Robin Budenberg	Managing Director, Corporate Financier, Investment Banking Department, UBS AG, London
Anthony Carey	COO Investor Services Europe, State Street International (Ireland) Ltd., Dublin
Peter Damisch	Partner and Managing Director, Boston Consulting Group Switzerland, Zurich
José Luis de Mora Gil-Gallardo	Director of Business Development, Santander Group, Madrid
Salvador Garcia-Ruiz	Director Purchasing and Cost Controlling, Caixa Manresa, Barcelona
Concepcion Gomez de Liaño	Head of Marketing and Strategy, Credit Suisse Private Banking, Madrid
Vladimir Grlica	Executive Director, Equity Derivatives, Morgan Stanley, London
Peter Haines	Managing Director, PHCC Ltd., United Kingdom
Dr. Thomas Huertas	Director, Banking Sector, The Financial Services Authority, London
Robert Jenkins	Chairman, F&C Asset Management plc., London
Dr. Hans-Juergen Koch	Head of Private Wealth Management International, CEO Deutsche Bank (Schweiz) AG, Geneva
Philip Marcovici	Partner, Baker & McKenzie, Zurich
Alfredo Martin-Oliver	Senior Economist, Banco de España, Madrid
Patrick Odier	Senior Partner, Lombard Odier Darier Hentsch & Cie., Geneva
Christopher E. Preston	CEO, Banque Piguet & Cie. S.A., Geneva
Martin Pytlik	Chief Risk Officer, Tatra Banka, Bratislava
Marciej Reluga	Chief Economist, Banka Zachodny WBK S.A., Warsaw
Dr. Kevin D. Stringer	Director of the International Management Institute at the Kalaidos University of Applied Sciences, Zurich
José Palacios Taranilla	Multi-channel Transactions Manager, BBVA, Madrid
Pablo Toja Aguirre	Head of Corporate Development, BBVA, Madrid
Mag. Martin Wohlmuth	Head of Company Strategy, Erste Bank der oesterreichischen Sparkassen AG, Vienna
Dr. Arthur Wulkan	Managing Director, Senior Client Partner, UBS AG, Zurich

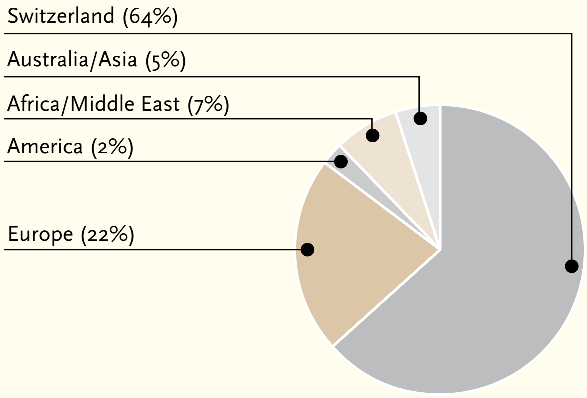
Professor Ingo Walter in discussion with a participant of the Senior Management Program

Participant Profile: Who will you meet?

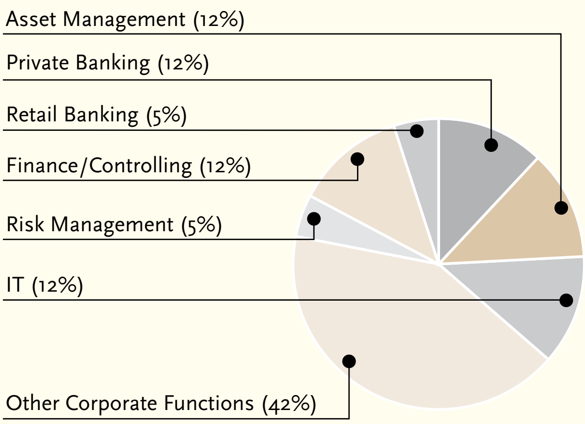
Recent participants came from:

AmpegaGerling Investment GmbH, Andbanc Grup Agricol Reig, Banca del Sempione, Banca Popolare di Sondrio, Bank Julius Baer & Co. Ltd., Bank Zachodni WBK S.A., Banque Cantonale Vaudoise, Banque Privée BCP (Suisse) S.A., Credit Suisse AG, Hewlett-Packard International, IBM Suisse S.A., Jordan Kuwait Bank, KPMG AG, NCB Capital, Nederlandse Waterschapsbank N.V., Neue Aargauer Bank, Nordea Bank S.A., OJSC 'AsiaUniversalBank', OTP Bank Plc., Pictet & Cie. Banquiers, Raiffeisen Schweiz, Royal Bank of Canada, SLB Commercial Bank, St. Galler Kantonalbank, Swiss Life Asset Management, Tatra Banka, UBS AG

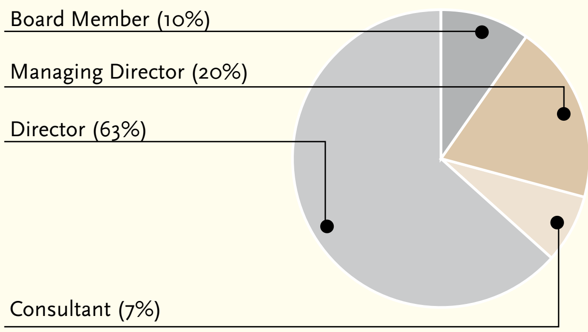
Origin



Business Area



Positions



About the Swiss Finance Institute

Created in 2006 by the Swiss banks, the Swiss Stock Exchange, six leading Swiss Universities and the Swiss Federal Government, the Swiss Finance Institute is a unique undertaking merging the experience of a centuries old financial center with the innovative drive of a frontier research institution. Its goal is to change the research and teaching landscape in areas relevant to banks and financial institutions.

With more than 50 full time professors - with a further 10 to be nominated in the next few years - and more than 100 PhD students, the Swiss Finance Institute represents the premier concentration of expertise in banking and finance across the European continent.

The Institute's close affiliation with the Swiss banking industry ensures that its research culture remains in tune with the needs of the financial services sector. Networking events where the participants can meet with local practitioners are therefore also an essential part of the offerings.

In July 2008, for example, Institute management joined course participants and members of the Swiss banking community at a special discussion and dinner event in Geneva. Jointly organized with the Geneva Financial Center, the event featured a presentation by Patrick Odier, Senior Partner at Lombard Odier Darier Hentsch & Co., about global financial market strategy. Edouard Cuendet, of the Swiss Private Bankers Association, also addressed the audience.

Patrick Odier, Senior Partner at Lombard Odier Darier Hentsch & Co., at the launch of the 2008 program

Organization and Administration

Application

Applicants should send a completed application form along with their résumé, a letter of recommendation from their employer, and a photo to the address indicated on the application form. Details regarding the application procedure can be found on our web site www.SwissFinanceInstitute.ch or you may contact Program Manager Melanie Albrecht, +41 (0) 44 254 30 82. As there is a high demand for our programs, early registration is recommended.

Registration deadline is March 31, 2010.

Admission

Acceptance to the program is restricted and is determined on a competitive basis in order to guarantee the quality of the program. All applications are reviewed by the Program Director, who decides on acceptance.

Language

The program is conducted in English.

Fees

The fees are CHF 29’800.- (incl. VAT) which cover tuition, course materials, lunches and refreshments during the coffee breaks and official events. Fees do not include dinners, hotel and travel expenses.

Certificate

The Swiss Finance Institute awards a certificate to those who complete the program. These participants are entitled to register as member of the Swiss Finance Institute Alumni Association.

Cancellation Policy

A cancellation fee of CHF 1’000.- will be charged for cancellations received until May 14, 2010. The full amount of CHF 29’800.- will be due for cancellations received after May 14, 2010. Cancellation must be in writing. Non-payment of tuition does not constitute a cancellation. In special cases, the substitution of a registered participant may be possible prior to the start of the program.

Participants at networking event in Geneva

"The excellent mix of participants in respect of practical experience, nationality and institutions gave valuable diversity of views on specific topics. There was an ideal sequence of theoretical input, expert views of the industry and group activities. Highly appreciated was the flexibility in adjusting subjects to the economic and market situation."

Andreas Sutter, COO Family Office, Pictet & Cie. Banquiers, Geneva, Switzerland, participant of cycle 2008

Inquiries
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the Swiss Finance Institute

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- Financial Asset Management and Engineering Program (FAME)
- Geneva Executive Courses in Finance
- Swiss Finance Institute Doctoral Program

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