



Training Directory

2006 - 2007



HELLENIC BANKING INSTITUTE
HELLENIC BANK ASSOCIATION

The new training program of the HBI

With its new training program the Hellenic Banking Institute aims at providing high-quality professional education to the entire financial sector, which, for the persons employed in it:

- is an essential prerequisite for the services they offer;
- helps them to acquire the necessary expertise;
- provides the means for success in the labor market and for professional development.

The design of the HBI training program has been based on four pillars:

1. **Systematized** education and training

This is a hierarchically structured program, which extends from fundamental and elementary knowledge (introduction to banking studies) to the highest level of postgraduate professional qualifications.

2. Training for the **broader** financial sector

In addition to the commercial banking field, the program elaborates on investment banking, in order to cover the training needs of employees in investment services providers.

3. **Certification** programs

The HBI seeks to create courses-programs that do not only lead to the provision of knowledge and training, but also to the reliable certification of this knowledge, through the organization of examinations for the bestowal of diplomas and certificates.

Two programs of this type are already being offered:

- European Foundation Certificate in Banking (EFCB)
- Mutual Fund Sales

Two further programs are being prepared:

- Regulatory compliance in banks
- Housing loans

4. Training in accordance with **international-European standards**

The HBI promotes the certification of its programs on the national, European and/or international level. To this end, it is in close co-operation with the National Centre for the Certification of Training Programs (EKEPIS), the European Bank Training Network (EBTN) and, depending on the subject, with widely acclaimed international organizations.

Dr Christos VI. Gortsos

SECRETARY GENERAL
HELLENIC BANK ASSOCIATION



HBI training services

The Hellenic Banking Institute supports the development of new and more effective personnel training approaches in all enterprises activating in Greece's broader financial sector. Its services aim at bringing a new kind of dynamism into the field of training, with positive effects on labor productivity and, furthermore, on the competitiveness of the Greek economy.

The aim of increasing the effectiveness of training programs makes constant adaptation to market developments and specific trainee requirements, an imperative. The response to the individual requirements of the Greek financial system has presently led to the creation of training programs characterized by flexibility, while also placing emphasis on examinations.

Flexibility in the provision of training services

Seeking to act as a training "partner", the HBI closely co-operates with businesses, in order to ensure the training programs' alignment with their specific needs. Integrated solutions for each business include, among others, flexible syllabuses, alternative proposals for the allocation of training over time, combinations of training methodologies and the ability to select special modules in the context of broader courses. Such practice creates a versatile training package, aiming at the provision of just-in-time-training.

Selective training

The Training System of the HBI comprises individual programs that lead to diplomas. These programs are divided into distinct modules, whose completion leads, in turn, to the relevant certification. This method offers improved training and certification opportunities, especially to employees with limited time resources, and ensures the provision of training services that match the trainees' educational background and professional experience.

For example, even in the case of examinations for extensive programs, such as the foundation certificate in banking, trainees are given the option to be certified in only one module, or to enter themselves directly to the exams.

Further development of distance learning

In the past few years, demand for learning has been increasing, albeit the time available to trainees for learning has been diminishing. Open and distance learning is a flexible method, designed to achieve an equilibrium between the professionals' need for constant training and their free-time constraints.

The HBI has been traditionally a pioneer in the establishment of distance learning, by introducing, as early as 1996, the mixed teaching method, which is applied by recognized Open Universities. Today, the HBI updates and further develops this training methodology.

New series of textbooks

The training material that accompanies HBI programs is updated by means of a special series of textbooks for each training course. These have been designed in accordance with the standards of distance learning, to enable understanding without trainer assistance, and, in addition, provide self-assessment exercises. This method achieves the double aim of improving the quality of teaching materials, and accommodating employees that lack either free-time, or easy access to classroom courses.

Training certificates

The institutional role of the HBI in the Greek banking system is demonstrated by its accreditation by the competent national and European authorities as the examinations centre for a constantly increasing number of learning subjects. The HBI contributes to the creation of pan-European certificates through the work performed in the context of the European Bank Training Network (EBTN). The Institute is already offering, with great success, the course that leads to the European Foundation Certificate in Banking (EFCB). The training courses leading to certificates will gradually cover all the learning subjects of the financial sector.

Dr Maria Maghiorou
MANAGING DIRECTOR,
HELLENIC BANKING INSTITUTE



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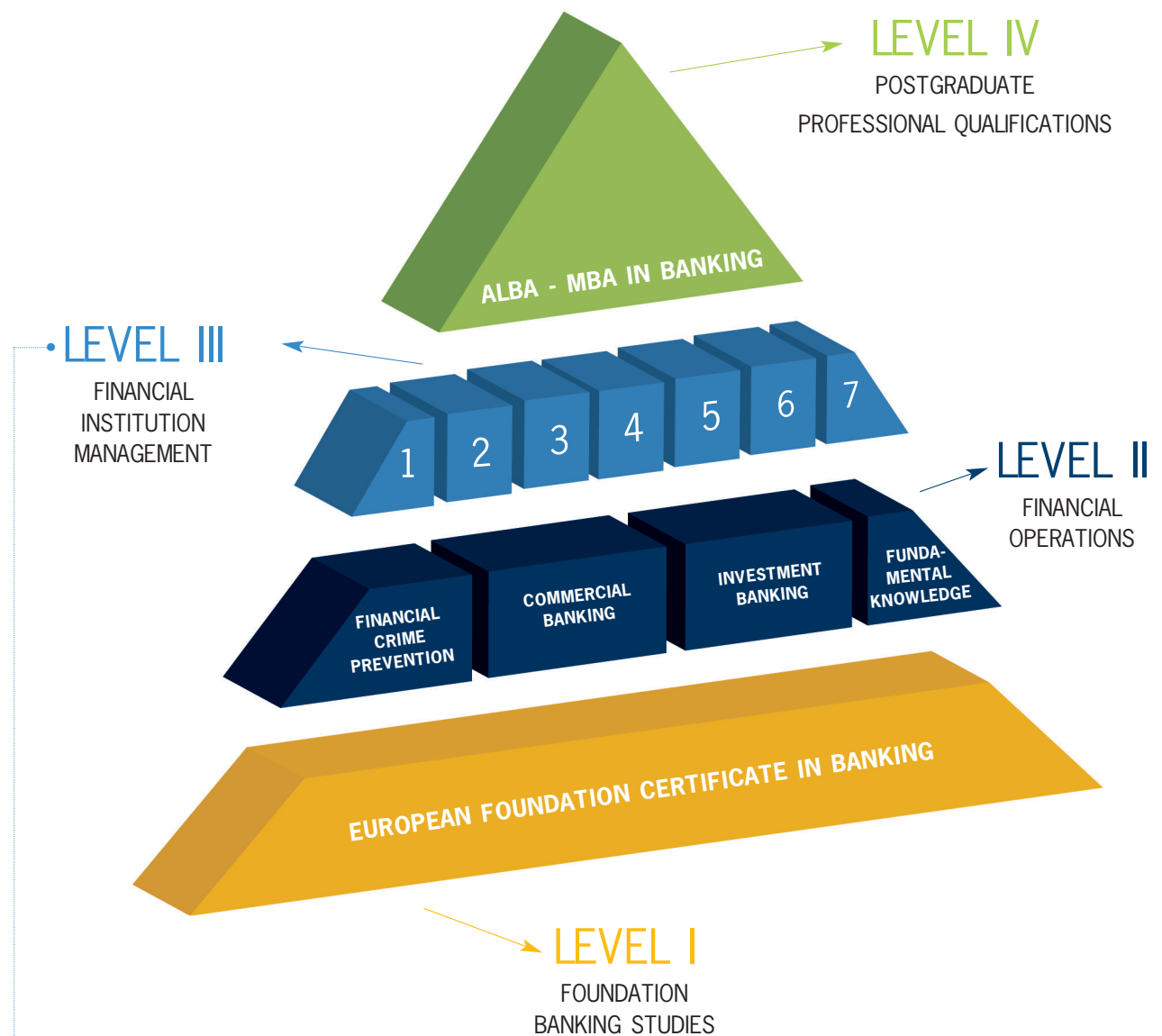
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Symbols

- Certification program
- Diploma module
- Program offered both through classroom and distance learning



Structure of the new training program



- 1. REGULATORY COMPLIANCE
- 2. INTERNAL AUDIT
- 3. RISK MANAGEMENT
- 4. ASSET/LIABILITY MANAGEMENT
- 5. PAYMENT SYSTEMS
- 6. MANAGEMENT II
- 7. FUNDAMENTAL KNOWLEDGE AND SKILLS IN MANAGEMENT

Foundation Banking Studies



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Our clients say...

“Banking today: This part [of our bank’s induction seminar] is supported in its entirety by the Hellenic Banking Institute, which has adapted its own foundation banking studies program to Citibank’s needs. First-rate lecturers link theoretical knowledge to modern banking practice and the financial process, achieving highly effective tutorials. New colleagues, irrespective of academic background and professional experience, acquire a substantial knowledge base, designed to help them understand the differences between banking institutions and any other commercial organization. Moreover, by forming a complete picture of banking activities and operations, newcomers are able to grasp the interaction among their responsibilities, a precondition for the creation of internal synergies.”

Natassa Paschali

TRAINING MANAGER, CITIBANK INTERNATIONAL

“The EFCB program relates the necessary knowledge of the modern financial environment with expertise on the fundamental banking operations that originate from it. It is distinguished by its educational merit, which leads to the complete understanding of fundamental concepts and practical operations.

Participants are prepared for the next training level, and obtain the requisite knowledge in order to select new, appropriate, and more specialized modules that do not only correspond to their position, but also to their professional development prospects.

This is a model-program, which benefits both participants and the organizations that choose to invest on growth through the recognition of their people, within a highly competitive environment.”

Antouanetta Oikonomopoulou,

SENIOR ADVISER, HR DIVISION, EMPORIKI BANK



European Foundation Certificate in Banking (EFCB)

The Hellenic Banking Institute offers a special preparation course for the EFCB certification exams, with the accreditation of the European Bank Training Network (EBTN). This qualification is already being offered in many other European countries (Italy, Poland, Switzerland, Hungary, UK etc.) and is based on European standards that have been jointly developed by 19 bank-training institutes in the EBTN context.

Purpose:

To provide the personnel, executives, and prospective employees of the broader financial sector with the requisite financial theory and banking practice knowledge, which is necessary for the efficient fulfillment of their tasks in today's highly challenging environment. The program presents an ideal basis, on which trainees can subsequently build expertise on specific services and products of the financial sector by means of further training courses (levels II and III).

Expected benefits:

- Comprehension of fundamental concepts in economics (microeconomics and macroeconomics).
- Familiarization with the institutional framework that governs the provision of banking services, as well as comprehension of fundamental financial analysis and monetary theory concepts.
- Comprehension of the fundamental procedures and concepts encountered in banking practice, emphasizing on clients and financial products.

- Knowledge of fundamental concepts related to ethics, bank marketing and management.
- Sound preparation for the fast and effective assimilation of new employees by banking institutions.

Participants:

- New bank employees.
- Experienced employees wishing to acquire comprehensive knowledge of the bank and its environment.
- Employees and executives from the broader financial sector (insurance companies, investment firms, leasing companies etc.).
- Business executives wishing to obtain a full understanding of the financial system's operations.
- Everyone interested in pursuing a banking career.

Prerequisites:

No special knowledge or experience is required.

Duration: 120 hours.

Examinations:

Held twice a year, under the general supervision of EBTN, in the form of multiple choice questions directly answered through a computer. Examinees will know whether they have passed the examination immediately after the completion of the test. The examination may be repeated in case of failure or in order to improve grades.

||
Financial
operations



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II. Financial operations

A. Commercial Banking

A.1 Retail products

1. Mortgage lending



1.1. Home loans I

In the past few years, Greek mortgage lending has seen major changes. A main cause of these changes has been the rapid decrease of interest rates, which turned borrowing into a rather advantageous option for the coverage of housing needs. As a result, home loans are ranked first among banking loans. Their ascent has naturally generated increased interest for training on home loans, since this form of credit requires additional knowledge (e.g. legal and tax), to that required by lending in general.

Purpose:

To provide all fundamental knowledge required for dealing with home loans. More specifically, the course elaborates on basic economic concepts related to real estate and the provision of home loans. Moreover, it discusses basic legal concepts and taxation issues that must be taken into account by everyone activated in the field of home credit.

Expected benefits:

- Familiarization with fundamental concepts related to real estate and home loans.
- Understanding of the various forms of home loans and their financial characteristics.
- Analysis of the various stages of the home lending process.

Participants:

Persons working in the branch network, in the field of home loan provision.

Prerequisites:

No special knowledge or experience is required.

Duration: 16 hours.

II. Financial operations

A. Commercial Banking

A.1 Retail products

1. Mortgage lending



1.2. Home loans II

The interest rate decreases of the past few years provided a great boost to home loan growth. Nevertheless, there were many other factors that increased the importance of mortgage lending in the overall financial operations of the banks. These factors include the increased interest of the banks themselves for developing this form of credit, because of the lower credit risks it poses, as well as because of their effort to find new, efficient means for placing their available capital.

Purpose:

- To examine all home loan types.
- To present home loan risks and the relevant pricing methods.
- To outline both the current mortgage lending landscape and the growth prospects for the near future.

Expected benefits:

- Comprehension of all types of home loans offered in the Greek market.
- Illustration of the way various home lending products are formed.
- Analysis of the risks inherent in home loans and the determination of their price (i.e. interest rates) on the basis of these risks.
- An outline of the new landscape that is currently formed in the field of home lending.

Participants:

Home lending department employees and officers, as well as mortgage lending client advisors, employed in branch networks.

Prerequisites:

Participants must be already involved in the field of home loans and must either possess all relevant fundamental knowledge, or have attended the Home Loans I seminar.

Duration: 16 hours.

II. Financial operations

A. Commercial Banking

A.1 Retail products

1. Mortgage lending



1.3. Real estate finance I

In the past few years, Greek real estate lending has grown at a rapid rate. Apart from residential finance, there is also growth in the field of business premise finance or real estate finance. After all, it is well-known that for the last decades real estate is considered equal with other investment products. Especially under today's circumstances there has been an increase in the interest for investment in real estate, because of the decrease in the return rate and/or the increase in the risk level of other investment choices. It is therefore obvious that it is necessary, and that the time is ripe, to develop mortgage credit in Greece as a financial instrument and to deal with its special characteristics and peculiarities.

Purpose:

To examine the new landscape currently formed in mortgage lending. More specifically, the seminar presents all forms of real estate finance, as well as alternative financing forms. Moreover, it elaborates on real estate valuation methods, as well as methods for assessing the profitability and risks of the relevant investments. Finally, the seminar aims at outlining the current situation in the field of mortgage lending, as well as its growth prospects.

Expected benefits:

- Introduction to all forms of real estate and to their specific financial characteristics.
- Analysis of all types of real estate finance, and assessment of the appropriateness of each type.
- Comprehension of all real estate valuation methods.
- Understanding of the methods for assessing the effectiveness and risks of real estate investments.

Participants:

Home lending department employees and officers, as well as real estate lending client advisors, employed in branch networks.

Prerequisites:

Adequate knowledge of the entire home loan range.

Duration: 16 hours.

II. Financial operations

A. Commercial Banking

A.1 Retail products

1. Mortgage lending



1.4. Real estate finance II

Real estate finance is a very important and constantly growing part of international mortgage lending. The peculiarities of this form of investment attract increasing interest from investment planning professionals. Familiarization with the special financial characteristics of real estate, with the effect of leverage on the total profitability of real estate investments and with investment portfolio management methods, which also include real estate, is highly relevant to current investment analysis. Therefore, it is obvious that financial institutions should add this dimension to the advice provided to their clients.

Purpose:

- To examine the new landscape currently formed in mortgage lending.
- To introduce all real estate investment products.
- To discuss alternative methods of real estate finance.
- To present the methods for assessing the profitability of real estate investments.

Expected benefits:

- Understanding of the advantages of real estate as an investment product and of its differences from other investment products (stock, bonds etc.).
- Assessment of alternative real estate finance methods for banks.
- Determination of the effect of real estate financing on the overall return of investments.

Participants:

- Investment advisors and financial planners.
- Private banking and asset management executives.

Prerequisites:

Adequate knowledge of the home loan range and of fundamental investment policy concepts. Attendance of the Real estate finance I Seminar an advantage.

Duration: 16 hours.

II. Financial operations

A. Commercial Banking

A.1 Retail products

2. Consumer lending

2.1. Loans and Cards: theoretical and practical approach

Consumer lending is the focus of interest for commercial banks, given that it has a major contribution to their profitability growth. However, any possible expansion of delinquencies encumbers lending portfolios and has an adverse effect on the solvency ratio.

Purpose:

To provide a detailed presentation of:

- the institutional and administrative framework;
- the methods for the promotion and safe management of consumer credit products.

Expected benefits:

Understanding of the institutional framework and the characteristics of the different consumer credit products. Also, the development of product promotion related skills.

Participants:

Mainly employees and executives involved in consumer credit, and, in general, all branch personnel that should be updated on existing products, in order to promote them through cross-selling.

Prerequisites:

No specific knowledge is required.

Duration: 16 hours.

II. Financial operations

A. Commercial Banking

A.1 Retail products

3. Deposit - Investment Products



3.1. Deposits

The requirements and facts related to transactions, management and savings/investments have promoted deposit products to one-stop accounts designed to cover multiple deposit, transaction and credit needs of clients. This generates the need for well grounded and systematic expertise on the institutional, operational and financial parameters of these products, in order to ensure their legitimate, proper and efficient management and to facilitate the effective support of their sales.

Purpose:

To provide trainees with systematic expertise on:

- the fundamental issues related to the institutional, operational and financial nature of deposit products;
- the (operational and institutional) issues concerning the interconnection of deposit products with transactional (means and systems) and credit products;
- the management of crucial issues related to retail or corporate deposits and their effective promotion.

Expected benefits:

The acquisition of well grounded and handy expertise on the management of deposit product-related issues, as well as skills related to the active sale of, and provision of advice on, such products.

Participants:

Front line and back office employees and executives involved in planning or sales.

Prerequisites:

Limited experience (of at least 6-months) on branch banking transactions, in order to ensure a minimum familiarization with banking terms, concepts and practices.

Duration: 8 hours.

II. Financial operations

A. Commercial Banking

A.1 Retail products

3. Deposit - Investment Products

3.2. Sale of Deposit-Investment Products

The decline of interest rates and the relatively low returns of most investment types observed nowadays have led banks to the development of new investment products that appeal to all investor profiles. The methods of selling these products are very important for the salespersons' effort to achieve their targets.

Purpose:

To inform investor product salespersons about:

- the investment products that are available at bank branches;
- sales techniques;
- the methods of promoting such products.

Expected benefits:

- Trainees learn how to communicate with clients.
- Practical application of investment product sales techniques.
- Handling objections.

Participants:

Bank branch employees and executives involved in the sale of investment products.

Prerequisites:

In order to maximize the effectiveness of the seminar, all participants should:

- Be familiar with basic investment concepts;
- have more than two years of experience in the sale of investment products.

Duration: 16 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

1. Business finance

1.1. Data analysis-examination criteria and methods for finance decision-making

Finance is considered as one of the most important banking operations. The main stage of the financing process is the assessment of the application that will lead to the relevant decision. This stage necessitates the collection, analysis, evaluation and examination of a host of data, in order to produce clear and objective assessments concerning the client's prospects and the smooth course of the financing operation.

Purpose:

To provide trainees with systematic knowledge on:

- The methods for collecting, analyzing, evaluating and examining the relevant data in order to determine the existence-fulfillment of financing criteria:
 - Identification of the actual financing requirement;
 - Assessment of the debtor's creditworthiness (analysis of financial and other information);
 - Investment plan evaluation methods.
- Methods for analyzing and examining criteria for special types of business (technical firms, agribusinesses etc.)
- Analyzing-evaluating possible credit risks and the methods for dealing with/mitigating them.
- The analysis-examination and identification of the sources of debt repayment.
- The basic provisions of the institutional framework.

- The analysis-description of the forms and features of basic finance products.
- The management and monitoring of loans and borrowers.

Expected benefits:

After the completion of the seminar trainees should be able to:

- Avoid false evaluations-assessments while making credit-related decisions.
- Properly evaluate/assess, and deal with, credit risks.
- Properly manage and monitor loans and borrowers.
- Evaluate and identify the sources of debt repayment.
- Apply monetary regulations correctly.
- Be familiar with the forms and features of basic finance products.

Participants:

Bank officers involved in the provision of loans, credits and guarantees.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should be involved in financing operations.

Duration: 21 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

1. Business finance

1.2. Collateral

A fundamental financing principle is to safeguard the bank's interests through the prevention of possible future risks and their proper management. One of the most important bank financing operations is the receipt of collateral for the provision of loans, credits and guarantees.

Collaterals are so complex that the examination of their essence and validity requires special knowledge. Each type of collateral has different distinguishing characteristics and requires a special examination and monitoring procedure.

Purpose:

The seminar aims at the provision of systematic knowledge on:

- The types and characteristics of collateral
- The examination of their essence and validity
- The procedures for the receipt of collateral
- The monitoring of collaterals
- The process of collateral liquidation.

Expected benefits:

Participants will be familiar with certain practices enabling them to:

- Avoid false assessments concerning the essence and validity of collateral.
- Monitor collaterals at all times.
- Liquidate them in due time.
- Mitigate risks and avoid losses for banks.

Participants:

Bank officers involved in the provision of loans, credits and guarantees.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should be involved in financing operations.

Duration: 16 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

1. Business finance



1.3. Finance methodology in banking practice

Financing, addressed to either retail or corporate clients, is one of the most important banking operations. Financing may be a source of income, but any erroneous action may expose banks to risk. Thus, this program develops a practical approach that leads to secure and profitable financing.

Purpose:

To provide systematic expertise on the promotion of secure and profitable financing.

Expected benefits:

After the completion of the seminar trainees should be able to:

- Comprehend the entire financing operations of banks.
- Deal safely with basic legal issues that emerge in the course of the financing process.
- Evaluate the financial data of corporations.
- Be familiar with the characteristics of basic financing products.
- Prepare a complete package of co-operation with the corporate client.
- Perform advisory selling.

Participants:

Branch and head office employees and executives, with small or medium experience in bank finance.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have at least one year of experience on banking operations.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

1. Business finance

1.4. Business lending: Comprehensive approach of associated credit risk assessment and management I

In today's complex financial environment, where new financial products for the raising and placement of funds are constantly created and developed, the selection of optimum financing propositions, in conjunction with the effective hedging of the assumed risks (interest rate, foreign exchange, portfolio, position) is not only a necessity, but also a major competitive advantage for both the business, and the bank.

Purpose:

To provide comprehensive information and knowledge on:

- Financing products, classic and new, banking and other;
- The fund-raising methods of financial institutions and businesses;
- The identification, measurement and hedging of the credit risk assumed through finance;
- The identification of other assumed financial risks, their measurement and hedging methods, as well as the benefits of hedging;
- The pricing of financing products.

Expected benefits:

- Identification of methods and techniques that will enable participants to:
 - Select, or propose, the most advantageous financing types for certain business activities;
 - Evaluate and price the assumed risks;
 - Be aware of each loan's consequences for the bank's capital adequacy.
- The seminar will help to recognize the necessity for the mutually beneficial co-operation between the bank and the business.

Participants:

Bank employees and executives involved in financing, corporate financial division executives responsible for securing bank finance and for managing the related risks.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should:

- have an elementary experience of bank finance;
- be aware of the basic financing rules and their institutional framework;
- recognize and interpret the main financial statements of businesses.

Duration: 20 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

1. Business finance

1.5. Business lending: Comprehensive approach of associated credit risk assessment and management II

In our modern age, the banks' financing operations have undergone radical changes. Bank executives are required to assess corporate credit ratings, advise clients, analyze collateral risks, and price classic loans or bond issues, weighing not only accounting data, but also a multitude of quantitative and qualitative parameters related to business competitiveness, industry prospects, market development, regulations and, of course, the credit policy targets of the financing bank.

Purpose:

To familiarize middle and junior credit bank executives and relationship managers with:

- The knowledge and methods of an integrated and modern approach of business lending and its risks.
- The methods for analyzing and assessing modern forms of finance, such as bond loans.
- The loan pricing method, given the new institutional framework for the supervision of capital adequacy.
- The methodology for dealing with credit rating systems, taking new accounting rules into consideration.

Expected benefits:

- Global knowledge of the subject: risk analysis-coverage-pricing-workout.
- Ability to utilize qualitative data.
- Familiarization with sources of information and the financial Press.
- Easy communication with corporate treasurers and dealing room executives.

Participants:

Business lending executives from bank branches and back offices.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should hold economic university degrees or three years of experience in business lending units.

Duration: 12 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

1. Business finance

1.6. Arrears (delinquencies) management

Despite the development of new banking products and services, the extension of loans and credit remains a key banking activity. However, the risks that banks are exposed to because of the irregular development of the financing operation and the experience of the burden imposed on banks' portfolios by ailing companies, necessitate the full knowledge of delinquencies, in order to prevent adverse developments, and to facilitate the proper management that will mitigate bank losses in case such developments occur. It is also necessary to be fully aware of the institutional, regulatory and administrative framework for measuring/weighing credit risk, which affects the banks' solvency ratio, in the light of the imminent implementation of the latest Basel II guidelines.

The seminar is updated with any changes in the institutional framework.

Purpose:

To provide systematic expertise on:

- The legal and actual approach of the highly intricate and constantly evolving procedures and regulations, in order to safeguard the banks' interests;
- The management of a complex and diversified portfolio, which has a major effect on their capital adequacy.

Expected benefits:

- Application of the specific legal knowledge and practice acquired by trainees, in order to drastically reduce errors and omissions in their work.
- Familiarization of trainees with the appropriate actions for preventing or reducing losses from the management of overdue portfolios.

Participants:

Employees and executives involved in:

- the centralized, or other, management of claims in arrears,
- the management of credit risks,
- credit processing,
- internal audit.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should:

- Have at least two years of experience in business lending and finance;
- Be familiar with fundamental financial, accounting and legal concepts related to finance.

Duration: 20 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

1. Business finance

1.7. Prevention and treatment of problem loans

In the past few years, businesses face a host of problems and, in many cases, are unable to cope without considerable support from their suppliers, especially creditor banks. Given this situation, financing banks must have developed an integrated system, namely a set of techniques and methods allowing them to contribute to the businesses' rehabilitation, with the aim of protecting their interests. Therefore, familiarization with the methods, techniques and the use of the appropriate tools is essential, in order to deal effectively with the key issues related to the procedure for managing business crises and corporate rehabilitation.

Purpose:

To provide systematic expertise on:

- The financial, economic, institutional-legal and actual approach of business crises and their management.
- The preparation of - mainly financial - rehabilitation plans.
- The legal provisions referring to corporate rehabilitation.

Expected benefits:

- The drastic reduction of:
 - Insufficient detection of business crises.
 - Inadequate measurement and weighing of credit risk.
 - Ambiguities in the implementation of corporate rehabilitation, often caused by the complexity of the subject.
- The familiarization of trainees with the proper methods for dealing with business crises and corporate rehabilitation.

Participants:

Employees and executives involved in:

- The credit rating of business clients,
- The management of arrears (delinquencies),
- Internal audit.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have:

- More than two years of experience in business lending and finance.
- More than one year of experience in problem loan portfolio management.
- Fundamental knowledge of fundamental financial, accounting and legal concepts related to finance and arrears (delinquencies).

Duration: 20 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

2. Letters of Guarantee

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2.1. Letters of Guarantee

The specialized nature of the letters of guarantee, as well as the changes in the decisions concerning their issuance, demonstrates the necessity of possessing systematic expertise on this activity.

Purpose:

The complete and systematic development of knowledge on the subject (letters of guarantee), more specifically in relation to:

- Client needs,
- The principles and rules that govern the issuance of letters of guarantee,
- Workflow analysis,
- The proper management of special cases.

Expected benefits:

The program promotes the acquisition of extensive and comprehensible knowledge on letters of guarantee, so that, in conjunction with everyday working practice, everyone involved will be able to perform their roles appropriately.

Participants:

- Bank employees that are involved or are about to be involved in corporate client service,
- Bank executives that supervise this activity and wish to supplement their knowledge on the field.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have more than three years of experience in banking operations.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

3. Foreign Exchange



3.1. Foreign Exchange

The rapid growth of international trade and tourism, along with technological progress and the globalization of all aspects of activity, people come increasingly closer, and as a result, co-operation grows in every field, especially the financial.

Given that money is the means for realizing economic relations among countries, the question is which factors determine exchange rates and how does money circulate among them.

Purpose:

To answer questions concerning:

- The determination of the value of various currencies;
- The framework for performing foreign exchange transactions;
- The peculiarities of the means of foreign currency payments;
- The ability of individuals and legal entities, both Greek residents and non-residents, to open and maintain accounts in foreign currency.

Expected benefits:

- Acquisition of certain practical knowledge, in order to:
 - Ensure the security of transactions in foreign currency;
 - Propose the appropriate foreign exchange deposit products for each depositor;
 - Accurately perform transactions in foreign currency.
- Updating of both employees and executives about the risks inherent in foreign exchange transactions, as well as the benefits for both the banks and their clients from foreign exchange transactions.

Participants:

Branch employees and executives that deal with foreign exchange, or employees and executives, irrespective of responsibility, who, nevertheless, wish to be updated on foreign exchange issues.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have more than one-year of experience in banking operations.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

4. Imports - Exports

4.1. Imports - Exports

The last decades have seen the strong growth of international economic relations and international trade. Banking intermediation is also growing rapidly. This means that import-export operations are one of the most desirable and lucrative banking activities.

Purpose:

To examine:

- The institutional and administrative framework concerning external trade.
- The movement and efficient management of transport documents and documentary credits.
- The risks assumed with the extension of export credits.

Expected benefits

- Coverage of certain institutional, legal, administrative and, above all, practical, requirements, in order to drastically reduce:
- Problems in co-operation with clients that emanate from the movement and management of transport documents and documentary credits.
- Senseless actions and/or improprieties.
- Errors and omissions that are often caused by the diversity of the subject.
- Familiarization of trainees with the requisite knowledge on the institutional, administrative and managerial framework of foreign operations, in order to ensure the secure execution of the relevant operations and to safeguard the interests of both the bank and its clients.

Participants:

Employees and executives involved in:

- Front office operations [examination of shipping documents, settlements, credit control, forward deals repayment etc.]
- Relationship management
- Foreign trade credit financing.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have:

- more than two years of experience in plain front office banking operations;
- more than two years of experience in foreign operations.

Duration: 24 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

4. Imports - Exports

4.2. ICC official rules for the interpretation of trade terms (Incoterms 2000)

More than five years after the publication of Incoterms 2000, international trade is still - albeit to a much lesser extent - troubled by disagreements and misunderstandings among the parties involved in sale contracts, concerning the allocation and the extent of their responsibilities and obligations. The only way to deal with this phenomenon is to be fully aware of, and to understand, the existing regulatory framework, as is analytically described in the relevant ICC publication (Publication No 560/1999).

Purpose:

To provide systematic knowledge concerning:

- The specific characteristics of the 13 terms of ICC's Incoterms 2000;
- The responsibilities and obligations assumed by the parties directly involved in a sale contract (seller-purchaser), according to the INCOTERM used in each case;
- The proper management of special cases.

Expected benefits

- Acquisition of practical knowledge, designed to drastically reduce the ambiguity, subjectivism and embarrassment that are frequently caused by the inadequate and vague knowledge of the subject.
- Protection of the banks and businesses, as well as of their employees, from the risks that may occur from misunderstandings and erroneous actions.

Participants:

Employees and executives of Banks (branches of back offices) and businesses, involved in international trade operations (imports-exports, international trade finance etc.).

Prerequisites:

Participants should have at least one-year of experience in relevant operations.

Duration: 7 hours.

II. Financial operations

A. Commercial Banking

A.2 Corporate products

4. Imports - Exports

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4.3. International banking practice for the examination of documents under documentary credits

The detection of differences in documents (real and/or fictitious) in conjunction with the personal views, different experience and subjective approaches of the persons performing the examination, as well as issues concerning the interpretation and implementation of Uniform Rules on Documentary Credit, often lead to a waste of time and money, unwarranted conflicts and, consequently, to a slowdown in the growth of international trade.

According to statistical evidence, 60%-70% of the documents presented for the execution of documentary credits, are rejected.

By recording the uniform international practice for the examination of documents, by means of publication 645, the International Chamber of Commerce (ICC) aims at the drastic reduction of this ratio.

Purpose:

The detailed presentation of publication 645 of the ICC, titled: "International Standard Banking Practice (ISBP) for the examination of documents under documentary credits," published in March 2003.

In practice, this is a supplement to the Uniform Customs and Practices for Documentary Credits (ICC publication 500), which has revolutionized the way documents are examined all over the world.

Expected benefits:

To enhance the protection of the banks and businesses, as well as of their employees, from the risks that may occur from misunderstandings and erroneous actions.

Participants:

Bank and business executives and employees that deal directly or indirectly with imports and/or exports.

Prerequisites:

Participants should have:

- More than two years of experience in documentary credit operations.
- Knowledge of the Uniform Customs and Practices for Documentary Credits.

Duration: 7 hours.

II. Financial operations

B. Investment Banking



1. Mutual Fund Salespersons

Purpose:

To educate executives responsible for the promotion of Mutual Fund share sales on all issues concerning the economic and institutional environment, as well as their manner of operation in the Greek market. The updated training material of the program informs trainees about the latest developments in the M/F field, as laid out by Law 3283, which has been recently enacted and aligns the Greek with the European M/F market.

The program has been aligned with the relevant rules of the Hellenic Capital Market Commission; success in the subsequent examinations certifies the trainees' adequacy as Mutual Fund Salespersons.

Expected benefits:

- The acquisition of certified knowledge on all issues pertaining to the sale of Mutual Funds.
- Certification from the Hellenic Capital Market Commission, which is mandated by the relevant Code of Conduct for the specific activity.

Participants:

Executives and employees of banks and mutual funds management firms, as well as any other person interested in promoting the sales of mutual fund shares.

Prerequisites:

Participants should have a fundamental knowledge of finance.

Duration:

- 20 hours for holders of economic university degrees and persons with 3 years of experience in the M/F field.
- 30 hours for holders of non-economic university degrees and persons with no experience in the M/F field.

Examinations:

Papers are marked by a special committee of the HBI. The examination may be repeated in case of failure or in order to improve grades.

2. Derivative Products

Today, banks operate within a constantly changing financial environment, offering new, complex financial products, able to fulfill investment needs and cover the new financing requirements that are generated by current conditions. Therefore, both banks and their clients (corporate or private) assume more complex and increased financial risks.

The new risks have generated the need to create hedging products and procedures, which led to the emergence of derivative financial products.

Purpose:

To provide systematic information about derivative financial products and familiarization with their practical use for the management and shifting of the risks assumed by banks and corporations when raising (banking or private) and placing (investment) capital.

Expected benefits:

- Immediate and everyday utilization of derivative financial products:
 - by the branch and the head office department of the bank;
 - by the corporate client of the bank.
- Provision of appropriate advice to clients (corporate or private) concerning risk management.

Participants:

- Employees and executives of bank branches and back offices, and of other financial sector enterprises, responsible for product promotion or design.
- Experienced, as well as new, company executives involved in capital raising and placement, as well as in the management of associated risks.
- Freelance professionals (accountants, tax accountants, business consultants etc.) and executives of the State and the Public Sector Enterprises that deal with derivatives in practice.

Prerequisites:

Participants should have a fundamental knowledge of the bank's financial and investment products.

Duration: 20 hours.

II. Financial operations

B. Investment Banking

3. Securitization of claims

Credit institutions and other financial organizations are currently forced to operate in an environment marked by complex financial products and markets, growing competition, increasing and intensifying risks and the need to comply with regulatory requirements.

Purpose:

To demonstrate the necessity, and introduce the processes, of asset/liability management. This way, and given the risks assumed, optimum results can be achieved in terms of income and earnings in today's complex financial environment. Moreover, measures can be taken for hedging financial risks, both when raising and placing funds, also incorporating the capabilities provided by the new institutional framework for bond loans and claims' securitization.

Expected benefits:

- Identification of assets and liabilities and their characteristics.
- Capability to restructure assets and liabilities and hedge risks.
- Demonstration of the capabilities provided by the securitization of claims.

Participants:

Head office and branch executives of credit institutions and other organizations (investment firms, brokerage firms, leasing companies etc.) involved in fund management (raising and placement).

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have:

- More than 2 years of experience in banking operations;
- Knowledge of the methods employed by banks or other financial organizations in order to raise and place capital;
- Knowledge of the basic regulatory obligations of banks;
- Knowledge of fundamental issues related to banking operations planning.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

1. Finance

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1.1. Interest rates in banking operations

Since the liberalization of the financial system, interest rates - namely the prices of banking and investment products - are daily determined in the markets, especially organized ones, which were created for this purpose. Today, the changes of both fixed, and floating, interest rates are determined by market forces and, as a result, borrowers, creditors and investors face new and severe interest rate risks.

Purpose:

To provide systematic knowledge on:

- Interest rate developments;
- The factors that determine interest rates;
- The operation of interest rate markets;
- The analysis of interest rate risks and their management.

Expected benefits:

Understanding of the various categories of interest rates and the methods and procedures concerning their determination, the analysis of their components, along with the recognition of their inherent risks and the methods for hedging and management of such risks, in order to enable participants to:

- Select and propose the most appropriate interest rate for each case (financing, deposit or investment);
- Combine financing, deposit or investment operations with the appropriate method for hedging or managing the assumed interest rate risk;
- Utilize their acquired knowledge for the promotion of banking and investment products.

Participants:

Employees and executives of bank branches and back offices that promote financing, deposit or investment products, form interest rate policies or implement these policies.

Prerequisites:

Participants should have a fundamental knowledge of financing, investment, banking and other products.

Duration: 20 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

1. Finance

1.2. Financial applications in banking practice

Nowadays, banking competition concentrates, as never before, on the promotion of cross-selling operations that cover the entire range of banking group products and services.

The capability of front line bank executives to communicate with clients and back offices is a crucial determinant of professional accomplishment. However, this capability is based on the knowledge of the institutional background for the operation of markets and interest rate determination mechanisms, as well as the price of the different banking products and services.

Purpose:

To familiarize middle and junior bank executives with:

- Fundamental economic and financial concepts (e.g. GDP, interest rate curve, present value etc.) and their use in current economic and banking reality;
- The main pillars of the new regime for the regulation of banks (Basel II) and their consequences for interest rates and banking service prices;
- The basic methodology for the analysis and evaluation of loans, bonds and other financial investments under the light of the IAS;
- The use of Excel applications for the fast processing of common financial problems.

Expected benefits:

- Ability to understand the financial Press.
- Familiarization with sources of information.
- Easier understanding of client needs (private clients, business executives).
- Understanding of the rationale and philosophy of the banking markets' regulatory framework and the management of banks.
- Ability to use PCs, in order to analyze and process common banking problems.
- Flexibility in understanding the characteristics, demands and pricing methods of a wider range of banking and financial products.

Participants:

Middle and junior bank executives: relationship managers, and sales advisors employed in bank branches and back offices.

Prerequisites:

No specific knowledge is required.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.1. Bank accounting

2.1.1. Introduction to general-bank accounting

Our daily work requires us to handle issues referring to accounting terms that are quite often codified and unfamiliar.

Therefore, in order to answer relevant questions, all those who haven't studied accounting must become familiar with General Accounting terms - related to every business - or with bank accounting concepts-terms.

Purpose:

- To discuss accounting concepts and resolve accounting problems related to our everyday business.
- To discuss the accounts of the General Accounting Plan and the Sectoral Accounting Plan for Banks and to approach the methodology for preparing and analyzing accounting statements.

Expected benefits:

Resolution of questions concerning accounting terms-concepts, as well as the appropriate actions for solving individual accounting problems.

Participants:

Bank branch and back office employees and executives, irrespective of position or responsibility.

Prerequisites:

No specific knowledge is required.

Duration: 20 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.2. Accounting-Financial Statements

2.2.1. Consolidated financial statements in accordance with the IAS/IFRS

The obligation of listed companies to prepare their financial statements in accordance with the International Accounting Standards (IAS) since January 1st, 2005, necessitates, on one hand, the understanding of the basic IAS requirements that concern consolidated financial statements, and on the other hand, the examination of the deviations of these requirements from the Greek accounting framework.

Purpose:

To provide systematic expertise on:

- The IAS requirements concerning the consolidation of the necessary data for the preparation of IAS-compliant consolidated financial statements;
- The deviations of specific IAS requirements from the relevant requirements of the Greek accounting framework; and
- The main points to be examined in consolidated financial statements.

Expected benefits:

- Understanding the philosophy of the IAS, concerning consolidation and the new concepts and practices.
- Understanding of the differences between the IAS and the corresponding GAS, as well as of their effect on consolidated financial statements.
- Examination of the implementation (as well as difficulties and errors) as demonstrated by the already published, IAS-compliant, information of interim consolidated financial statements for the year 2005.

Participants:

Employees and executives of (i) banking group (parent, subsidiary and affiliated company) financial departments, (ii) credit departments, (iii) audit departments and (iv) any other body that participates - directly or indirectly - in the preparation or evaluation of consolidated financial statements.

Prerequisites:

Participants should possess adequate accounting knowledge and fundamental consolidation knowledge.

Duration: 15 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.2. Accounting-Financial Statements

2.2.2. Financial analysis of accounts

Familiarization with fundamental Financial Accounting concepts. The Introduction and analysis of the balance sheet, the profit and loss account, the ratios, and all information that may be derived from financial statements. By attending the seminar, participants will be able to discern the real image of the business, the risks it may be possibly hiding, but also its future potential.

Purpose:

To provide systematic expertise on:

- The rules governing the preparation of financial statements;
- Their publication;
- Their audit by certified auditors;
- Their reliability, according to the qualifications of the certified auditors;
- Ratio analysis;
- The effect of IAS implementation on ratios.

Expected benefits:

- Familiarization with the use of financial analysis tools.
- Understanding of special qualitative analysis issues, such as revised balance sheets and consolidated financial statements.
- Illustration of financial analysis methods, through examples of Greek businesses.
- Understanding of crucial issues related to the implementation of the International Accounting Standards.

Participants:

All financial sector executives, and more specifically:

- credit department executives;
- financial managers;
- chief accountants;
- all executives that use financial statements as a tool;
- account officers responsible for analyzing and processing the financial information of businesses in order to assess credit risk.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should:

- have significant experience in the bank's credit departments;
- have general accounting knowledge.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.2. Accounting-Financial Statements



2.2.3. General accounting and financial statement analysis principles

Accounting knowledge is a necessary prerequisite for the evaluation of corporate financial data, which enables the extraction of conclusions about the current situation and future prospects of businesses. The seminar approaches accounting concepts through a multitude of examples that enable the full and relatively fast comprehension of the issues examined.

Purpose:

- To introduce the most important accounting concepts.
- To understand how the accounts that provide information about corporate data are interconnected.
- To analyze accounting statements in terms of preparation, and contents.
- To provide the basic tools for analyzing accounting statements and evaluating corporate results and prospects.

Expected benefits:

- Resolution of questions concerning accounting concepts encountered in everyday practice.
- Explanation of basic accounting entries, with reference to perceived equivalences between business and “bank” accounting.
- Understanding of accounting terminology that refers to many information-accounts provided by various accounting statements.

Participants:

- Every person wishing to gain at least a fundamental knowledge of accounting.
- Employees-executives of bank branches and back offices, credit officers, students, entrepreneurs.

Prerequisites:

No specific accounting knowledge is required.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.3. International Accounting Standards

2.3.1. Differences in the GAP-IAS financial statements and possible credit risk

The mandatory implementation of the International Accounting Standards since 1.1.2005, leads to changes in the valuation of corporate assets and to a differentiation of financial statements, as compared to the GAS.

It is necessary to identify the most important differences between the GAS and the IAS and their effect on the credit risk assumed by banks.

Purpose:

To provide complete and relevant expertise on:

- The basic principles introduced by the implementation of the IAS;
- Their main differences from the GAS.

Expected benefits:

The seminar helps to clarify differences between the IAS and the GAS and understand how financial figures are presented.

Participants:

- Experienced bank employees and executives, involved in business finance and decision-making.
- Company executives responsible for securing finance for their businesses.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have:

- Significant experience in the bank's finance departments;
- General accounting knowledge.

Duration: 24 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.3. International Accounting Standards

2.3.2. The IAS introduction in Greece

The obligation of listed companies to prepare their financial statements in accordance with the International Accounting Standards (IAS) since 1.1.2005, necessitates, on one hand, the acquisition of knowledge on the basic requirements of the IAS and their differences from the Greek accounting framework, and on the other hand, the understanding of the recent provisions of Greek legislation and the relevant guidelines for the initial implementation of the IAS in Greece.

Purpose:

To provide complete and systematic expertise on:

- The basic requirements of the IAS;
- The differences between the IAS and the Greek accounting framework; and
- The main provisions of the Greek legislation and the relevant guidelines for the initial implementation of the IAS in Greece.

Expected benefits:

- Understanding of the IAS philosophy, and of the new concepts and practices, wherever these are different from Greek accounting legislation and practice;
- Understanding of the differences and the consequences on the financial statements, both overall, and on the account and item basis; and
- Examination of the implementation (as well as difficulties and errors) as demonstrated by the already published, IAS-compliant, information of interim consolidated financial statements for the year 2005.

Participants:

Employees and executives of (i) banking group (parent, subsidiary and affiliated company) financial departments, (ii) credit departments, (iii) audit departments and (iv) any other body that participates - directly or indirectly - in the preparation or evaluation of consolidated financial statements.

Prerequisites:

Participants should at least a fundamental accounting knowledge.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.4. Problem Solving

2.4.1. Corporate accounts and credit risks for banks

The ability of businesses to present their results in the best possible manner, demonstrates the need for a critical review of financial statements and the consequent revision of the credit risk rating.

Purpose:

To provide systematic expertise on:

- The understanding of the accounting principles for businesses;
- The preparation of their financial statements;
- The possibility of applying creative accounting;
- The effect on the credit risk assumed by banks.

Expected benefits:

Increase of protection for executives involved in financing, and, furthermore, for the banks themselves, from the risks inherent in the financial statements of companies when they present their results in the best possible manner.

Participants:

- Experienced bank employees and executives, involved in business finance and decision-making.
- Company executives responsible for securing finance for their businesses.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have:

- Significant experience in the bank's finance departments;
- General accounting knowledge.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

2. Accounting

2.5. Tax Issues

2.5.1. SME taxation - Implications for financial results and credit risk

The constant changes in the regime for SME taxation, demonstrate the need to examine the tax regime for these enterprises, and its effect on their financial results and, consequently, on their credit risk rating.

Purpose:

To provide complete and relevant expertise on:

- The understanding of SME taxation;
- The difference between tax and accounting results;
- The effect of SME taxation on credit risk.

Expected benefits:

Increase of protection for executives involved in financing, and, furthermore, for the banks themselves, from risks inherent in SME taxation.

Participants:

- Experienced bank employees and executives, involved in business finance and decision-making.
- Company executives responsible for securing finance for their businesses.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have:

- Significant experience in the bank's finance departments;
- General accounting knowledge.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

3. Bank marketing

3.1. Sales techniques

The aim of the program is to support, with modern sales techniques, those executives who wish to expand or update their knowledge and techniques, and to become familiar with new developments in their field, in order to improve their efficiency. This way the businesses' targets are realized, and clients are satisfied by means of effective sales.

Purpose:

- To understand the need for developing long-term client relations.
- To obtain the skills required for the provision of excellent service.
- To demonstrate that professional behavior and image are elements of product and service promotion.
- To develop modern sales methods and skills.
- To realize business targets in a competitive environment.

Expected benefits:

After the completion of the program, participants will be able to comprehend market dynamics and client needs, to know different ways of approaching clients, to efficiently manage communications with clients and to deal successfully with client reactions.

Participants:

Sales executives employed in banks and insurance companies and coming in direct contact with clients.

Prerequisites:

An initial level of experience in the sale of financial products would be a benefit, since it facilitates the understanding of the techniques presented in the program.

Duration: 16 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

3. Bank marketing

3.2. Network utilization

Intense competition in the banking market forces banks, on one hand, to create new products and services that satisfy client needs and, on the other hand, to explore new ways of operations growth and target realization.

The utilization of banking clients through cross-selling techniques constitutes a new efficient and profitable way to realize targets.

Clients directly or indirectly associated with the banking enterprise are offered new products and services, designed to create lifelong client relations. Therefore, every bank branch employee, irrespective of position, who deals with clients, must acquire the requisite knowledge for the growth of the branches' operations.

Purpose:

To provide complete and systematic expertise on:

- The concept and importance of cross-selling;
- The fulfillment of client needs with products and services offered to all client categories;
- The characteristics and features of the products and the benefits for clients;
- product selling techniques and the development of cross-selling;
- the methodology for developing operations, and for selling products to clients, through case studies (branch simulation, including all offered products and services).

Expected benefits:

- The provision of brief, albeit global, information to participants about operations growth techniques that involve cross-selling.
- Improvement of the participants' contribution to the sale of products and services to banking clients.
- The realization of the company's targets, the development and utilization of the client base, and the satisfaction of the clients.

Participants:

Bank employees involved in client service and able to approach clients, detect their needs and inform them about the benefits from the expansion of their co-operation with the bank.

Prerequisites:

Fundamental banking operations knowledge, minimum professional experience.

Duration: 16 hours.

II. Financial operations



3.3. Marketing principles and sales techniques to keep customers satisfied

Banks' are faced with a new business environment that poses challenges originating from new market forces, the increase in competitiveness and the changing needs of clients. The loyalty of their clients can help them brave the storm of the new environment's challenges. In order to ensure uninterrupted profit generation "front line" banking executives should create clients that show long-term trust and loyalty to the bank.

Purpose:

To provide systematic knowledge and develop the necessary skills and behavior that will enable participants to:

- understand and fulfill their tasks more efficiently, within the context of the marketing plans of their bank;
- implement modern sales techniques for the identification and attraction of new clients;
- utilize the opportunities provided by their contact with existing clients, in order to expand sales and create loyal clients.

Expected benefits:

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

- answer the question of what is bank marketing and what is its subject;
- comprehend the functions of bank marketing;

C. Fundamental Knowledge and Skills in Banking Operations

3. Bank marketing

- grasp the relation between sales and other bank marketing variables;
- distinguish between pressing, quality and advisory selling;
- communicate effectively with clients, fully realizing their verbal, and non-verbal communication skills;
- properly present the products they sell, relating them to their clients' needs;
- consider client complaints and objections as an opportunity for perpetuating their co-operation with them;
- build a long-term working relation, acting as advisors, associates and allies of their clients.

Participants:

The program addresses:

- "front line" employees that come in contact with corporate and retail banking clients;
- branch managers and assistant managers, account officers, heads of departments that promote banking products, chief tellers and tellers;
- all bank executives that wish to systemize and complete their knowledge, supplementing their skills with modern and efficient methods for attracting bank clients.

Prerequisites:

No specific knowledge is required.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

4. Management I

4.1. Financial analysis tools for business plan elaboration

The business plan is a tool that helps entrepreneurs-firm owners to crystallize their ideas and focus attention on the implementation of the appropriate policies that will lead to the materialization of these ideas. In fact, the business plan is a written report, by means of which entrepreneurs present all relevant information about their startup or existing businesses. It provides a kind of “map” that directs entrepreneurs and enables them to amend their plans, according to the changes in the environment and the difficulties that might arise on the way.

It helps entrepreneurs to obtain financing. Bank’s and other financial institutions need the feeling of security provided by the awareness that entrepreneurs know exactly where they stand and what are the prospects of their businesses. It provides information about the investment and working capital that entrepreneurs will need for their ventures, along with the timing and the manner of obtaining it.

Purpose:

To familiarize participants to the seminar with:

- entrepreneurship and its manifestations;
- the typical contents of business plans;
- the main tools employed;
- the evaluation of business plans on the basis of a rational approach.

Expected benefits:

The most important expected benefit from the seminar is the comprehension of the contents and prerequisites of a complete business plan, in order to facilitate its more efficient development and evaluation.

Participants:

Executives that will participate in business plan evaluation or are involved, in any manner, in the development of business plans.

Prerequisites:

No specific business planning knowledge is required.

Duration: 8 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

4. Management I

4.2. Fundamental management principles

The efficiency of each business activity is determined by the degree of its adaptation to the environment in which it operates. Being the recipients of change signals, new executives are also the main persons responsible for facing this challenge.

The speed of response reflects the degree of their readiness in a highly competitive environment. Management is the driver of every organization in its effort to carry on.

Purpose:

- To help participants grasp the “image” of the organization and understand the necessity and the responsibility of its proper operation.
- To teach participants on how to implement basic principles and methods of human resources management, in order to increase productivity.
- To enable participants to set measurable targets and evaluate their performance at work.
- To provide participants with the ability to schedule their work efficiently and utilize their abilities in full.
- To enable participants to develop efficiency enhancement, work allocation improvement, and human resources plans.
- To create a working environment free of anxiety and conflicts, and replete of understanding for human and working problems and capabilities.

Expected benefits:

- Understanding of the organization’s “image” and adaptation to its requirements.
- Implementation of basic human resources management principles and methods.
- Focus on the targets of the organization.
- Increase in the efficiency and profitability of the organization.
- Planning of targeted actions designed to increase efficiency.

Participants:

Personnel that have never attended any academic, or other, management courses.

Prerequisites :

No specific marketing knowledge is required.

Duration: 8 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

4. Management I

4.3. Communication

Communication is the key for success in the workplace, in order to ensure smooth relations with superiors and peers, as well as to achieve goals. Effective communication within an organization requires methods and techniques that maximize mutual understanding and eliminate conflicts.

Purpose:

- To improve information dissemination and receipt abilities.
- To develop techniques for dealing with communications problems.
- To develop conflict resolution techniques.
- To improve the working environment and labor relations.
- To improve co-ordination and enhance co-operation.

Expected benefits:

- Reduction of information losses.
- Reduction of information misinterpretations.
- Conflict management and elimination.
- Improvement of labor relations.
- Improvement of the organization's functionality at all levels.

Participants:

The seminar addresses all bank executives, irrespective of hierarchy, that manage employees and should improve their communication skills level.

Prerequisites:

- Tertiary education.
- Five-year experience in the banking sector.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

4. Management I

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4.4. Change Management

See III, F, 3 page 81

4.5. Time management

The successful organization and operation of every modern company is directly and inextricably related to scheduling at all levels. Systematic scheduling enables employees to utilize their abilities better, and avoid pointless fatigue, thus increasing productive working times and reducing delays and errors.

Presently, time management is a widely established practice, adopted by all large organizations worldwide, for the qualitative and quantitative improvement of the working processes results. The major benefit from time management is that it provides organizations with the capability to improve their competitiveness through better human resource management.

Purpose:

- To diagnose and remedy the factors that lead to work inefficiencies.
- To avoid procrastination.
- To set priorities.
- To form an overall audit picture of labor situations.
- To utilize working hours creatively.
- To improve communication in the workplace.
- To ensure the efficient allocation of tasks.
- To increase susceptibility to the change of habits.
- To improve the efficiency of meetings.

Expected benefits:

- Increase of productive working time with simultaneous reduction of fatigue.
- Activation of individual capabilities and skills.
- Improvement of the working climate and team work.
- Co-ordination of decision-making processes and time management.
- Efficiency and profitability improvement through proper prioritization.

Participants:

Senior and middle bank executives that contribute to the organization's productivity and efficiency improvement, by utilizing the working time of the human resources they manage.

Prerequisites:

- Tertiary education.
- Three years of experience in the banking sector.

Duration: 8 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

4. Management I

4.6. Workplace relations management

Tough customers and associates, stress, and the increasing demands of today's business, require more flexible actions and versatility. This seminar aims at helping senior, as well as junior, executives, to improve their communication, behavior, management and inducement skills, to deal with tough clients that require a more effective method of communication and service.

Purpose:

- To develop specific strategies for the resolution of mental conflicts.
- To identify and manage classic tough person profiles.
- To identify challenging situations and avoid unpleasant developments.
- To develop communication skills, in order to improve the announcement of bad or unpleasant news.
- To recognize disagreement-prone personality types.
- To deal with aggressive behavior.

Expected benefits:

- Knowledge of different methods for dealing with tough colleagues or clients.
- Prevention of unpleasant and unexpected situations.

Participants:

Managers, senior executives, sales managers and group leaders.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

5. Legal issues

5.1. The law for the layman

Proper and comprehensive banking expertise, either on the transaction/sale or on the planning level, requires, among other things, at least a basic familiarity, knowledge and understanding of fundamental legal concepts and issues. The knowledge and clarification of these issues is multiply useful and profitable. It contributes to the overall improvement of professional knowledge and leads to the better understanding and the safer management (for both the bank and its clients) of practical issues pertaining to daily transactions.

Purpose:

To provide information, understanding and knowledge on:

- the texture and operation of statutes, legal sectors and certain fundamental legal concepts that are of banking interest;
- the structure, makeup and correlation of European community law with the Greek legal framework;
- central legal issues, concepts and issues falling under the three main categories of banking operations (deposit/investment products, finance, intermediation);
- the proper and clear conceptual context of legal terms and the exact dimension of institutional issues, through the elimination of misunderstandings, falsifications and “myths” that lead to distortions and errors.

Expected benefits:

Acquisition of handy expertise on fundamental legal training issues to be practically utilized for monitoring and understanding regulatory developments and, most importantly, for the management of daily work issues.

Participants:

Employees and executives of branches and administrative departments with no legal education, whose work requires, or is facilitated by, the knowledge of, at least elementary, banking law issues.

Prerequisites:

At least 1 year of experience in banking operations will facilitate the absorption, correlation and utilization of the material on the practical needs and actions that the relevant expertise seeks to support.

Duration: 12 hours.

II. Financial operations

C. Fundamental Knowledge and Skills in Banking Operations

5. Legal issues



5.2. **Securities: the legal approach of everyday banking practice**

Each banking transaction or procedure is based, to a greater or smaller extent, on securities. Thus it is necessary for all banking executives to identify securities, at least in terms of external characteristics, validity and legal context. In case the issue is purely legal, effort is made to demonstrate the elements that have practical value for front-line executives.

Purpose:

To provide complete and systematic knowledge on the management of all types of securities encountered in everyday banking practice.

Expected benefits:

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

- Understand the legal framework governing securities;
- Manage securely the securities they encounter in everyday banking practice;
- Assess their validity;
- Be familiar with their typical characteristics.

Participants:

Bank branch and back office employees and executives, irrespective of position.

Prerequisites:

Participants should have more than one-year of experience in banking operations.

II. Financial operations

D. Combating Financial Crime

1. Physical network security

1.1. Dealing with life-threatening crises: management of terrorist, criminal and other armed strikes

Nowadays, crime and terrorism have gained large proportions, also affecting Greek reality.

Nevertheless, it has been scientifically demonstrated that threats are mitigated when intruders (terrorists, common criminals or mentally disturbed persons) are aware that the business is prepared to confront them.

Purpose:

- Better control of reactions during crises, in order to save human lives.
- Reduction of consequences for the bank's operation after an attack.

Expected benefits:

Participants will be aware of the parameters of effective crisis management and will be able to react logically and calmly in the event of a terrorist strike.

More specifically, they will be able to:

- Avoid, and effectively control, panic;
- To distinguish terrorists from common criminals;
- To distinguish terrorists from mentally ill individuals;
- To manage the attacker's psychology;
- To control both themselves, and the attacker;
- To set the limits of engagement until the arrival of the experts.

Participants:

- All employees and executives that run the risk of being threatened or held hostage as a result of their position.

Also:

- Branch Managers, Security managers, Administrative executives, Credit, Arrears and Treasury department executives.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

II. Financial operations

D. Combating Financial Crime

1. Physical network security

1.2. Minimization of armed robbery risks at bank branches

Hostage-taking has become a favorite practice of criminals and terrorists that are either in defense and use hostages as a shield, or aim at gaining publicity or other benefits. Clumsy actions from the persons held hostage may become the cause of sudden climaxes and the escalation of the attacker's violent behavior.

Purpose:

This is a ground-breaking seminar, designed to:

- save lives that might otherwise be lost by an uncontrolled reaction of employees that are held hostage during a situation;
- familiarize employees with the actions that can defuse such a situation;
- minimize the number of persons that might be in danger in similar situations.

Expected benefits:

After the completion of the seminar, participants will be aware of the parameters that comprise the safest behavior in hostage situations and will be prepared to react reasonably and calmly during such situations. More specifically, they will be able to:

- Avoid, and effectively control, panic;
- distinguish terrorists from criminals and mentally ill individuals;
- manage the attacker's psychology;
- control both themselves, and the attacker;
- gain time and better living conditions;
- set the limits of engagement until the arrival of the experts.

Participants:

Guards, branch employees, branch managers, selected individuals and security managers.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

II. Financial operations

D. Combating Financial Crime

1. Physical network security

1.3. Security measures in the bank

The minimization of dangers threatening the banking sector and jeopardizing human lives can be achieved through the efficient protection of bank premises. The direct and effective prevention of dangers is achieved by providing information about the possible dangers that threaten banks and by providing functional solutions against every threat. Thus, the implementation of modern and effective protection measures in banks contributes to the efficient management of risk, and the proper and more efficient operation of banks.

Purpose:

- To reduce the risk from attacks.
- To save lives that might otherwise be lost by an uncontrolled reaction of employees during an emergency.
- To create a background for the organized and conscious reaction to any emergency.
- To mitigate the consequences of emergencies on the bank's operation.

Expected benefits:

After the completion of the seminar, participants will be aware of the parameters of the effective management of emergencies and will be prepared to react reasonably and calmly during such situations. More specifically, they will be able to:

- Be aware of potential dangers in their workplace;
- React calmly and coordinately to these dangers;
- Take, and comply with, the necessary preventive security measures;
- Avoid, and effectively control, panic.

Moreover, would-be attackers will be discouraged by feeling that there is an organized defense against them.

Participants:

Security personnel and security managers.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

II. Financial operations

D. Combating Financial Crime

1. Physical network security

1.4. Physical security in banks

Security at the workplace is a matter of utmost importance and top priority for banks that wish to protect the physical and mental wellbeing of their employees. Natural disasters, such as fires, earthquakes, floods, labor accidents and terrorist or criminal strikes, constitute real threats for the employees' health and life. Thus there is an urgent need to train employees on emergencies that may result from sabotage, accidents, or natural disasters, in order to be prepared to manage efficiently such crises, and reduce their damaging consequences.

Purpose:

- To reduce the risk from attacks.
- To save lives that might otherwise be lost by an uncontrolled reaction of employees during an emergency.
- To create a background for organized and conscious reaction to any emergency.
- To mitigate the consequences of emergencies on the bank's operation.

Expected benefits:

After the completion of the seminar, participants will be aware of the parameters of the effective management of emergencies and will be prepared to react reasonably and calmly during such situations. More specifically, they will be able to:

- Be aware of potential dangers in their workplace;
- React calmly and coordinately to these dangers;
- Take, and comply with, the necessary preventive security measures;
- Avoid, and effectively control, panic.

Moreover, would-be attackers will be discouraged by feeling that there is an organized defense against them.

Participants:

Security personnel, as well as all executives and employees that could face emergencies threatening the health and life of those present.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

II. Financial operations

D. Combating Financial Crime

1. Physical network security

1.5. Modern methods for the selection and training of security personnel

The proper selection and training of bank security personnel is an important factor that affects the implementation and effectiveness of bank security methods. The adoption of modern selection and training methods leads to co-operation with people that can deal responsibly with such a major issue as bank security, and to cope successfully with any emergency. The proper selection and training of security personnel generates a feeling of safety among bank clients and employees.

Purpose:

- To increase the effectiveness of security measures.
- To reduce the danger of attacks from criminal or terrorist organizations.
- To create a background for organized and conscious reaction to any emergency.
- To mitigate the consequences of emergencies on the bank's operation.
- To enhance the feeling of security among clients and employees.
- To ensure compliance with the relevant laws.

Expected benefits:

After the completion of the seminar, participants will possess systematic knowledge on the methodology for predicting the performance of potential security personnel and the types of training that are necessary for the successful fulfillment of security duties. They will also be able to plan and manage integrated security guard selection, training and evaluation systems on behalf of the banks in which they are employed.

Participants:

Managers and executives of Human Resources, Security and Training departments.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

II. Financial operations

D. Combating Financial Crime

2. Authenticity check for securities and documents

2.1. Examining the authenticity of securities and documents I

The forgery of securities and documents is one of the most frequent threats against the banking system. Apart from the guidelines concerning the authenticity of bank-notes, every employee of the banking sector should be able to discern the small details that distinguish forged from authentic documents. The examination of the authenticity of securities and documents should be made at the early stages of every banking transaction, in order to prevent malfunctions that could affect the entire banking system.

Purpose:

- To increase the reliability of controls concerning the authenticity of securities and documents.
- To prevent and preclude the distribution of forged securities and documents.

Expected benefits:

- Provision of knowledge concerning the control of the authenticity of securities and documents.
- Immediate detection of forged documents.

Participants:

Employees that receive supporting documents for loans and credit cards.

Prerequisites:

No specific knowledge is required.

Duration: 6 hours.

II. Financial operations

D. Combating Financial Crime

2. Authenticity check for securities and documents

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2.2. Examining the authenticity of securities and documents II

Since the forgery of securities and documents is one of the most frequent threats against the banking system, it is imperative to increase the level of specialization concerning the examination of the authenticity of banknotes, as well as all documents daily processed by banks. Therefore, it is necessary to train certain banking sector executives on how to detect, at a secondary level, all the small points and details that are not discernible by the naked eye, albeit can attest to the authenticity of the documents.

Purpose:

- To increase the reliability of controls concerning the authenticity of securities and documents.
- To prevent and preclude the distribution of forged securities and documents.

Expected benefits:

- Provision of knowledge concerning the control of the authenticity of securities and documents.
- Immediate detection of forged documents.

Participants:

Branch managers, selected executives, security managers, tellers, and employees that make decisions based on documents presented by bank clients and head tellers.

Prerequisites:

Attendance to Seminar 2.1. (page 59) is recommended.

Duration: 16 hours.

III
Financial
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III. Financial Institution Management

A. Regulatory Compliance

1. Regulatory theory and practice

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1.1. The new international and European institutional and regulatory framework of the monetary and financial system

The regulatory environment in which credit institutions operate is directly and significantly affected by both the international, and European, institutional and regulatory framework that governs monetary and financial systems. A large part of the rules generated internationally is implemented by national legislation, either directly or through their incorporation into community law, while the implementation of community law rules by member-states is mandatory, since they have a legally binding character.

The multitude of international organizations and forums that operate in the international monetary and financial system, the variability and the large number of relevant rules generated on the international and European level, increase the complexity of this institutional and regulatory framework, making it difficult to understand. At the same time, there are many distinctions among individual sectors of the monetary and European financial system, while the number of rules is constantly increasing and credit institutions are required to implement them in a proper and efficient manner.

Purpose:

The systematic presentation of the operational framework of both the international and European monetary and financial system, the justification of regulatory intervention in these systems, as well as the sources and contents of both the international and European institutional and regulatory framework.

Expected benefits:

- Familiarization with the structure, sources and contents of the international and European institutional and regulatory framework governing the monetary and financial system.
- Acquisition of knowledge contributing to the proper and efficient exercise of regulatory compliance.
- Acquisition of knowledge for the effective monitoring of the regulatory framework and the assessment of its consequences on the operation of credit institutions.

Participants:

- Lawyers.
- Compliance officers.
- Audit department executives.
- Internal audit executives.
- External auditors.

Prerequisites:

No specific knowledge is required.

Duration: 12 hours.

III. Financial Institution Management

A. Regulatory Compliance

1. Regulatory theory and practice

1.2. The new regulations of the Basel Committee for the capital adequacy of financial institutions

Preventive supervision rules, and especially the framework for the enhancement of loss absorption capabilities through the maintenance of adequate capital, comprise the nucleus of regulatory control, which undoubtedly affects the business choices of credit institutions. The relevant regulatory framework that has been gradually developed by the Basel Committee since 1988 has had a major impact on European banking legislation. The year 1999 saw the beginning of an effort aimed at the radical amendment of the framework, in order to better reflect market practice, which was finalized in 2004.

Purpose:

The thorough presentation of the regulatory framework that governs the obligation of Greek credit institutions to hold adequate capital, in order to cover the risks they are exposed to during their activity.

The largest part of the seminar is dedicated to the presentation of the new Basel Accord on Capital Adequacy (Basel II), emphasizing on its incorporation to the Greek banking system.

Expected benefits:

- Comparative analysis of the existing and forthcoming capital adequacy frameworks.
- Understanding of the basic features of the new capital adequacy framework of the Basel Committee.
- Thorough examination of individual dimensions of the new framework.
- Reference to procedure for the incorporation of the new framework by the Bank of Greece, in accordance with the relevant consultation papers.
- Understanding of the consequences for the Greek banking system and the main changes in banking operations caused by the adoption of the new capital adequacy framework.
- Preparation of personnel that will ensure timely and proper compliance with the obligations emanating from the new framework.

Participants:

Executives and employees of:

- Treasury
- Risk Management
- Compliance
- Audit
- Internal Audit
- Organization departments, as well as
- Financial and legal services.

Prerequisites:

Participants should have a fundamental knowledge of capital adequacy.

Duration: 8 hours.

III. Financial Institution Management

A. Regulatory Compliance

2. Prevention and combating of Money Laundering - Data protection - Consumer protection



2.1. Preventing and combating Money Laundering

The current legal and regulatory framework (Directive 2005/60/EC - Law 3424/2005) extends bank obligations regarding the prevention of money laundering and demonstrates the need for systematic expertise. Major practical issues are the definition of procedural obligations, the conceptual rationalization of the vague term “suspect transactions,” as well as the delineation of alternative approaches within the legal framework.

Purpose:

To provide complete and systematic expertise on:

- procedural obligations;
- the criteria for characterizing various transactions as suspect, or not;
- the appropriate handling of irregular cases.

Expected benefits:

- Coverage of certain practical needs in order to drastically reduce the:
 - ambiguity;
 - subjectivism; and
 - embarrassment that are frequently caused by the inherently vague nature of the subject.
- Protection of the banks and their employees from risks that may occur from erroneous actions.

Participants:

Bank branch and back office employees and executives, irrespective of position or responsibility.

Prerequisites:

In order to maximize the effectiveness of the seminar, participants should have:

- More than two years of experience in banking operations;
- Knowledge of the money laundering obligations of their bank.

Duration of in-class training: 8 hours.

III. Financial Institution Management

A. Regulatory Compliance

2. Prevention and combating of Money Laundering - Data protection - Consumer protection



2.2. Banking secrecy

Banking secrecy, namely the obligation of professional confidentiality in all kinds of transactions and relations between the bank and its clients, is a legal issue with serious implications, related to important and crucial issues of everyday transactions. Complete and systematic expertise ensures the legitimate servicing of clients, the handling of special issues and the prevention of implications with serious civil, penal and ethical consequences.

Purpose:

To provide complete and handy expertise on:

- The legal and institutional framework for banking secrecy;
- The management of issues pertaining to the interpretation of the institutional framework, in relation to case studies;
- The specific and practical measures to be taken regarding both the application of, and the derogations/exceptions from, banking secrecy.

Expected benefits:

- Effective protection of banks and their employees from any penal, civil or administrative liabilities due to inappropriate actions.
- Acquisition of the know-how that will allow the proper and legal handling of all related cases.

Participants:

Mainly bank branch (network) employees and executives working in fields related to client service and covering the entire range of deposit/investment products, credit and intermediation products-operations. Moreover, back office employees and executives, provided that their responsibilities include any kind of communication with private, or corporate, clients or/and third parties.

Prerequisites:

Since the presentation-illustration of the subject is thoroughly covering both fundamental institutional regulations and concepts, as well as the relevant practical actions, no specific knowledge and/or experience is required.

Duration of in-class training: 4 hours.

III. Financial Institution Management

A. Regulatory Compliance

2. Prevention and combating of Money Laundering - Data protection - Consumer protection

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2.3. Legal aspects of consumer credit

The regulatory framework for consumer credit that is currently in force has undergone major changes in the past few years. The issuance of PD/BOG 2501/2002 on the transparency of transactions, and the liberalization of consumer credit, has radically changed the situation, and there is a rather rich case law concerning issues mainly pertaining to consumer credit agreements. Moreover, in the near future we expect the issuance of the Directive on the provision of credit to consumers that will abolish the existing Directive 87/102/EC as is currently in force, and will bring about major changes in the current regulatory framework.

Issues, such as responsible borrowing, the provision of standard information through advertising, the duty to advise the client, the associated transactions and the credit brokers, are expected to be the object of legislative provision for the first time, while important amendments will be made in the applicable legislation through the addition of new provisions.

Purpose:

The systematic presentation of the main issues of the institutional framework that governs consumer credit, in the light of developments in the EU. The primary aim of the seminar is to familiarize trainees with the legislation that is currently in force, and under preparation, as well as with case law.

Expected benefits:

- Better understanding of the institutional framework, which contributes to the improvement of the services rendered, since it helps to avoid problems resulting from the improper application of existing laws, and, at the same time, results to the improvement of client service.
- The assessment of the magnitude of the impending changes and their consequences for the services rendered and the way clients are approached, through a review of the forthcoming developments.

Participants:

- Lawyers.
- Compliance officers.
- Consumer credit executives.

Prerequisites:

Any legal knowledge will maximize the effectiveness of the seminar.

Duration: 4 hours.

1. Introduction to Information System audit (IS audit)

Modern enterprises are totally based on information technology. Accordingly, modern banking operations are based on information systems and on the computerized processing of information that leads to the constant increase of the financial organizations' relevant investments.

Moreover, new needs are created and new ways are emerging in the field of auditing and monitoring the modern banking IS environment.

Purpose:

To inform banking executives, and not only them, about current developments in the field of IS audit.

Expected benefits:

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

- Discuss the application of new international IT security (ISO 17799, ITIL) governance and audit (Basel II, COSO, COBIT, Sarbanes-Oxley) frameworks, in large IT environments;
- Refer to the relevant current standpoint of the Bank of Greece;
- Approach the current position of I.S. audit, as well as internal audit, according to the new technologies;
- Be aware of “new” risks and threats in the IT sector, as well as the international accepted methods for dealing with them;

- Identify insecure areas in the lifecycle of information and recite basic security rules in an IT environment;
- To record and approach, in a simple form, IT risks, in order to measure and classify them (risk assessment).

Participants:

- New IS audit department officers.
- Internal auditors.
- Organization department executives.
- Executives from departments using IT services and/or information systems.

Prerequisites:

No specialized IT or other knowledge is required. General IT knowledge, as well as general internal audit and organization and personnel management knowledge is enough.

Duration: 21 hours.

2. Disaster Recovery Plan

The terms “Disaster Recovery Plan, DRP” and “business continuity” are in the centre of discussions, reports and plans in the world of information technology. The preparation of a proper Disaster Recovery Plan, apart from helping the enterprise recuperate after a possible disaster, is an additional motive for identifying flaws and improving business and IT processes, as well as to enhance the personnel’s feeling of security.

Purpose:

To approach all the aspects of a complex problem, such as disaster recovery, in accordance with modern practice and international literature.

Expected benefits:

After the completion of the seminar, trainees should be able, as members of the DRP workgroup of their enterprise:

- To inform management about the costs and benefits of the venture;
- To inform personnel about the importance of the overall effort;
- To approach their business environment appropriately;
- To set the proper business priorities;
- To co-operate with the competent executives of the enterprise;
- To co-operate with specialized IT personnel;

- To participate in the design of optimum IT solutions;
- To direct personnel training appropriately;
- To perform tests and audits on their enterprises’ DRP, and to maintain and upgrade it whenever necessary.

Participants:

- Executives and heads of:
 - IT departments;
 - IS audit departments;
 - Internal audit;
 - Organization departments;
 - IT firms providing services to banks and enterprises;
- All users of information systems.

Prerequisites:

No specialized IT or other knowledge is required. General IT knowledge, as well as general organization and personnel management knowledge is enough.

Duration: 14 hours.

3. Information and Telecommunication System security

The seminar deals with issues that arise from the rapid development of IT and the inescapable increase in the need for protection from various threats against the integrity and security of information systems.

Purpose:

- To highlight the main security issues of an information system.
- To itemize internal and external threats and how they are effectively dealt with, through the implementation of the appropriate safety procedures, contingency planning etc.
- To propose solutions for information and telecommunication system security based on encryption principles, firewalls and international standards.
- Finally, to present basic principles for IT system audit and how we can achieve the updated and complete security of an organization's IT systems, by combining audit findings and security rules.

Expected benefits:

The knowledge acquired by trainees after the completion of the seminar will enable them to:

- Be aware of the risks and threats in the IT sector, as well as the internationally accepted methods for dealing with them;

- Record and approach, in a simple form, IT risks, in order to measure and classify them (risk assessment);
- Identify insecure areas in the lifecycle of information and recite basic security rules in an IT environment;
- Co-operate with the responsible executives of the enterprise in order to design and make the most appropriate business decisions concerning their company's IT requirements;
- comply with the guidelines and requirements of the Bank of Greece concerning the security of IT systems;
- contribute to the protection of the companies and their employees from risks that may occur because of erroneous actions or ignorance;
- appropriately direct personnel training.

Participants:

- IT system security officers and system administrators;
- New executives of IS security departments;
- Executives of IS audit departments;
- Executives and heads of IT departments;
- Executives from departments using IT services and/or using information systems.

Prerequisites:

General IT knowledge.

Duration: 21 hours.

4. Protection from electronic crime

In order to collect, process and disseminate information via information systems, banks have to invest huge amounts of money, resources and effort. Therefore, the full protection, reliability and utilization of those crucial entities necessitate the complete operation of an audit system, as well as scientific techniques/methods for the identification of possible erroneous actions and protection from crimes performed with the use of information technology.

Purpose:

- To assist the banks' Management and personnel in the execution of all necessary tasks in the most proper and efficient manner, within a creative, entrepreneurial and ethical context.
- To elevate the use and utilization of the most efficient and economical audit systems, methods and practices, in order to ensure the most proper and timely provision of information.
- To enhance the proper governance and completion of all operations and activities of banking enterprises.
- To improve the bank's profitability and its review by all stakeholders (social and institutional partners, regulators, social committees etc.).

Expected benefits:

- Protection of the banks and their employees from dangers that may arise from internal or external intruders.
- Understanding of the necessary measures of protection from electronic crime and the main IT systems and infrastructure required for its prevention.

Participants:

Bank branch and back office employees and executives (senior, middle, junior), irrespective of position or responsibility, such as: banking transactions, financial management, client service, IT, internal audit, security etc.

Prerequisites:

In order to maximize the effectiveness of the seminar, all participants should have:

- More than two years of experience in banking operations;
- A fundamental knowledge of information technology;
- A fundamental knowledge of bank policies and procedures.

Duration: 8 hours.

1.1. Collateral and risks

See II, A2, 1.2. page 20

1.2. Credit risk assessment practices

The complexity of modern markets requires the comprehensive understanding and management of credit risk parameters. The significance of business risk is equal to the significance of financial risk. Moreover, the new Basel II framework directs banks towards a more systematic approach of credit risk, through the development of internal ratings systems.

Purpose:

To provide systematic expertise on:

- The approach of credit risk
- The approach of financial risk
- Profit-based analysis
- The development of internal ratings systems.

Expected benefits:

The seminar elaborates on alternative credit risk identification, measurement and management methods. Emphasis is given on the ability to analyze business risk and financial risk, on the basis of accounting data and profits. Moreover, the seminar develops a methodology for classifying loans to risk categories, as well as the approach of risk through credit models.

Participants:

All executives, whose work is related to the analysis of corporate financial statements.

Prerequisites:

In order to maximize the effectiveness of the seminar, all participants should be familiar with:

- The current capital adequacy framework;
- The new capital adequacy framework;
- Risk measurement techniques.

Duration: 24 hours.

1.3. Business Lending: a comprehensive approach of the assessment and management of related credit risks

See II, A2, 1.5. page 23

2.1. Interest rate risk management

Interest rate risk is one of the most common risks, since it is related to almost all aspects of financial institution activity.

With the increase of the emphasis given to private financing in the past few years, interest rate risk has gained importance. In any case, such risks constitute potential sources of trouble for all financial institutions, irrespective of the scope of their operations.

Purpose:

To examine the manifestations of interest rate risk, as well as the techniques available for its management. Also, to present the current institutional framework and the proposals for its reformation.

Expected benefits:

- Understanding of the concepts and forms of interest rate risk.
- Familiarization with the methods of interest rate risk measurement and assessment.
- Understanding of the limits set by banks regarding interest rate risk assumption.
- Familiarization with interest rate risk management strategies.
- Understanding of the current and imminent institutional framework concerning interest rate risk.

Participants:

Treasury, Risk Management, Financial Services and Strategic Planning department executives and employees.

Prerequisites:

Fundamental economic and financial knowledge.

Duration: 16 hours.

III. Financial Institution Management

C. Risk Management

2. Market Risks

2.2. Foreign exchange risk management

Foreign exchange risk is one of the most important market risks. For the past 30 years, following the collapse of the fixed exchange rates system, this risk has been a source of concern for financial institutions. After the adoption of the euro and the admission of Greece to the Economic and Monetary Union of Europe, it seemed that this risk had lost some of its importance. Nevertheless, subsequent developments in international foreign exchange markets proved that hopes concerning the elimination of foreign exchange risk were rather premature. It has to be noted that, thanks to the single currency, there may be no foreign exchange risk within the European Union (a risk that was already limited by the operation of the European Monetary System), albeit fluctuations against other currencies, and especially the dominant currency, the US dollar, never ceased to exist.

Purpose:

To examine the manifestations of foreign exchange risk, as well as the techniques available for its management. Also, to present the current institutional framework and the proposals for its reformation.

Expected benefits:

- Understanding of the concepts and forms of foreign exchange risk.
- Familiarization with the methods of foreign exchange risk measurement and assessment.
- Understanding of the limits set by banks regarding foreign exchange risk assumption.
- Familiarization with foreign exchange risk management strategies.
- Understanding of the current and imminent institutional framework concerning foreign exchange risk.

Participants:

Treasury, Risk Management, Financial Services and Strategic Planning department executives and employees.

Prerequisites:

Fundamental economic and financial knowledge.

Duration: 16 hours.

2.3. Bond and stock portfolio risk management

The globalization of stock exchanges and the increased variability of bond and stock prices, indicate an environment full of uncertainty, in which securities' portfolios have been circulating for the past few years. This environment is beset with risks that modern Risk Management must handle with measurement tools such as Value at Risk and risk hedging instruments, derivatives and OTC products.

Purpose:

- To provide information about all the risks faced by securities portfolios that comprise bonds and stock.
- To emphasize on market risk and its measurement through the Value at Risk method.
- To indicate methods for managing and eliminating market risk.
- To familiarize participants with the necessary techniques, in order to provide portfolio managers with the necessary reflective risk response mechanisms.

Expected benefits:

- The familiarization of participants with the modern philosophy and practice of risk management.
- The practical use of Value at Risk for the measurement of various forms of market risk.
- The familiarization with methods of utilizing derivative financial products as risk hedging tools.

Participants:

- Executives from banks, brokerages, investment firms, mutual funds, insurance companies.
- Portfolio managers.
- Financial analysts.
- Treasury executives, wishing to elaborate on their work.
- Independent business consultants.

Prerequisites:

In order to maximize the effectiveness of the seminar, all participants should have:

- a degree in economics;
- working experience in the narrow, or greater, field of Treasury;
- familiarization with international money and capital markets.

Duration: 16 hours.

3.1. Operational risk management

The new requirement for capital adequacy calculation

Preventive supervision rules and especially the framework for the enhancement of loss absorption capabilities through the maintenance of adequate capital comprise the nucleus of regulatory control, which undoubtedly affects the business choices of credit institutions.

Up to date, the risks that justified the imposition of capital adequacy requirements were credit and market risks. After the introduction of the new Basel Accord, banks will also calculate capital adequacy requirements against operational risk.

The new framework provides for alternative methodologies, taking into account that the lack of historical data makes the quantification of operational risk rather difficult.

Purpose:

The presentation of the regulatory framework that governs the obligation of credit institutions to hold adequate capital, in order to cover operational risk. Emphasis is given on consequences for the necessary internal organization.

Expected benefits:

- Understanding of the basic features of the new capital adequacy framework of the Basel Committee.
- Thorough examination of individual dimensions of the new framework.
- Identification of the main changes in banking operations from the adoption of the new capital adequacy framework.
- Reference to the intentions of the Bank of Greece to incorporate the new framework, in accordance with the relevant consultation papers.

Participants:

Executives and employees of:

- Treasury
- Risk Management
- Compliance
- Audit
- Internal Audit
- Organization departments, as well as
- Financial and legal services.

Prerequisites:

- Participants should have experience in the above fields of activity.
- Attendance of seminar III, A, 1, 1.2 (page 63) is recommended.

Duration: 16 hours.

III. Financial Institution Management

D. Asset / Liability Management

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1. Definition of the bank's capital base

The new capital adequacy framework for banks (Basel II) is expected to cause major changes in their operation, risk management and capital base management. Regulatory capital remains the basis of the calculation, while the concept of internal capital is introduced for the first time (capital at risk or economic capital). Moreover, the management of actual capital remains a challenge, especially through the use of new techniques (securitization of claims, credit derivatives).

Purpose:

To provide systematic expertise on the:

- measurement and management of regulatory capital;
- measurement and management of capital at risk;
- measurement and management of economic capital;
- measurement and management of actual capital.

Expected benefits:

Familiarization with the alternative definitions of the banks' capital base, which is the main indication of their strength and depositor protection. More specifically, capital base is approached from the point of view of regulators (regulatory capital), treasurers (actual capital), risk management (capital at risk) and shareholders (economic capital). Each approach focuses on a different parameter of the capital base.

Participants:

- Financial department executives.
- Executives responsible for treasury, risk management and management accounting issues.
- All executives participating in workgroups involved with the implementation of Basel II.

Prerequisites:

All participants should be familiar with:

- The current capital adequacy framework;
- The new capital adequacy framework;
- Risk measurement techniques.

Duration: 16 hours.

1. Electronic means of payment and e-banking services

In an era when e-banking services have become one of the major bank selection criteria used by overseas consumers, in Greece we observe that the relevant services are starting to mature, both in terms of quality and volume. The range of services, the cost of provision, client support and security are the main issues that will concern both the banks and their clients for the years to come.

Purpose:

- To record all e-banking services, as provided through all telecommunications networks and access devices.
- To present all security issues, new risks for clients and banks, modern methods for dealing with them and efficient methods for updating and protecting clients.
- To discuss specific issues concerning businesses-users, such as mass payments, collections through the acceptance of credit cards via the internet, multiple users etc.

Expected benefits:

After the completion of the seminar participants will be able to understand and answer the following questions:

- What services does e-banking provide to private clients?
- What is different with corporate e-banking?

- How can the bank assist a company that wishes to make collections via the internet and over the phone?
- What is the benefit for companies from the utilization of e-banking and e-payment services?
- Which are the best practices and the points to be avoided during the design and implementation of the services?

Participants:

- Executives of the financial sector (banks, brokerages, insurance companies), of Product and Service departments (Deposit, Cards, Fund Transfer etc.), client service departments, Organization Departments, Legal services etc.
- Business executives from Financial Departments, Commercial Departments or Sales Departments.

Prerequisites:

- Good familiarization with the use of the internet from the user's side, albeit not from the IT expert's side.
- Rather good knowledge of the banking products and services that are related to e-banking.

Duration: 4 hours.

2. International and EC law on payment execution and settlement

The worldwide recognition of the important role of payment systems in ensuring financial stability, led to the formation of a regulatory framework, especially in the context of the Bank for International Settlements.

On the EU level, the introduction of the euro and the gradual completion of the institutional framework that governs the single banking market brought radical changes both on the small transaction level, and during the execution of large credit transfers.

Purpose:

To present the regulatory framework for the execution of large and small transactions on the international and EU levels, with auxiliary reference to relevant provisions of the Greek institutional framework.

More specifically, the presentation focuses on the following issues:

- Formation and operation of the Continuous Link Settlement Bank and execution of payments through it.
- TARGET 2: justification, structure, liquidity management, transition to the new system and the role of national central banks.
- European bank initiatives for the formation of a Single European Payment Area (SEPA).

Expected benefits:

- Answers to topical questions, such as:
 - Are there any practical examples of successful market initiatives, in the context of the industry's self-regulation?
 - Which are the main challenges for, and changes in, banking operations from the adoption and implementation of TARGET 2?
 - What is the European Payment Council, and why was it formed?
 - What business challenges will credit institutions face in the new pan-European environment?
- Protection of the banks and their employees from risks that may arise from erroneous interpretations of the regulatory framework.

Participants:

Bank executives and employees, irrespective of position, whose work is related to payment systems.

Prerequisites:

Participants should have:

- Knowledge of the basic obligations of their bank throughout the execution and settlement of payments.
- Fundamental knowledge of the regulatory framework, or of some parts of it (international, EU, national), for the execution and settlement of payments.

Duration: 8 hours.

1. Introduction to Planning and Project management (with the use of the MS Project)

Every day we are dealing with small or large projects that correspond to specific stages and schedules, and require various resources. In order to be in line with scheduled times and budgeted costs, we must be able to manage, assess and decide our every move. This series of project management courses seeks to assist high-ranking executives in achieving the substantial improvement of business targets.

Purpose:

To familiarize participants with:

- Basic project management principles.
- Main project stages and project management procedures.
- Project management tools and techniques.
- Basic operating principles of the MS Project 2003 software.

Expected benefits:

The most important benefit of the seminar is expected to be familiarization with basic Project management principles and with selected tools that can be used for the implementation of any kind of project. A major additional benefit will be the participants' introduction to the specialized MS Project 2003 IS system, which assists the proper and practical understanding of the theoretical issues that will be covered in the seminar.

Participants:

Executives that wish to participate in projects under any role.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

2. Planning and Project management - Advanced applications (with the use of the MS Project)

In today's competitive environment, every organization must create comparative advantages in order to survive and grow. To be in line with scheduled times and budgeted costs, we must be able to manage, control and evaluate management methods and procedures. The project management course is designed to assist high-ranking executives in finding solutions related to the functionality of the enterprise and in achieving major improvements in business targets.

Purpose:

To familiarize participants with:

- Advanced project management methods, such as CPM and PERT.
- Risk Management.
- Project monitoring and result assessment through the use of the appropriate ratios.
- Advanced MS Project 2003 applications.

Expected benefits:

A major benefit of the seminar is familiarization with advanced Project management methods and the coverage of advanced issues that occur in projects, such as resource planning through scientific methods, resource allocation, the use of multiple projects, risk management and the confirmation of the progress and cost of the project. Participants will be taught advanced MS Project applications, in order to cover most of the issues that may occur during the implementation of a project.

Participants:

Executives that will participate in projects under any role (either as members or as main users).

Prerequisites:

Fundamental Project Management knowledge is a prerequisite. Attendance to the seminar "Introduction to Planning and Project management (with the use of the MS Project)" page 79 is recommended.

Duration: 8 hours.

3. Change management

In the rapidly changing environment of the banking sector, every bank must be prepared for changes in its organization and management. Therefore, familiarization with the qualities of effective leadership, selection, work motivation, appropriate personnel development and management, as well as honest and open communication, trust, supervision, consulting and respect for the employees, facilitates the work of the enterprises' managers to a great extent. An important stage of preparation for organizational change that ensures its effectiveness is the training of existing employees on how to assimilate and manage change.

Purpose:

- To identify and understand the modern circumstances that impose change.
- To deal with changes and realignments in the workplace with a constructive and dynamic manner.
- To form an overall audit picture of work changes.
- To reduce resistance to change.
- To ensure effective planning for change.
- To develop susceptibility to change.

Expected benefits:

- Increase of adaptability to organizational changes.
- More efficient problem management.
- Improvement of the quality of production.
- Improvement of labor relations.
- Improvement of the businesses functionality at all levels.
- Improvement of the decision-making process.

Participants:

Managers and selected senior Administrative Executives of the bank (change agents).

Prerequisites:

At least 6 years of working experience.

Duration: 8 hours.

4. Leadership and roles

Leadership is the systematic direction of people for the achievement of a target. Leadership refers, by definition, to actions requiring the co-operation of many individuals for the achievement of a certain result. Therefore, is a predominantly anthropocentric activity, requiring a combination of capabilities, knowledge and skills. The seminar clarifies in plain language the task of the manager as a leader, the leadership behaviors that correlate to increased performance, as well as the behaviors that yield negative results.

Purpose:

- To acquire practical knowledge concerning the implementation of successful leadership.
- To understand and elaborate on the personal and interpersonal components of successful leadership.
- To understand the role of human resources for the achievement of the company's business targets.
- To understand the importance of communication for successful leadership.
- To acquire self-awareness concerning each one's behavior as a leader: identification of strengths and weaknesses.
- Awareness of colleague behavior against the leader.

Expected benefits:

- Better organization and demarcation of the responsibility and authority of each role.
- Improvement of the planning, forecasting and business plan formation of the company.
- Improvement of labor relations.
- Improvement of the ability to produce alternative solutions.

Participants:

Managers and senior executives wishing to form, specify and improve personal techniques and methods for exercising leadership, as well as to understand the aspects of their character that relate to their behavior as leaders.

Prerequisites:

Five-year experience in managerial positions.

Duration: 8 hours.

III. Financial Institution Management

G. Fundamental Knowledge and Skills in Management

1. Legal - Institutional Issues

1.1. European Banking Law

The adoption of the measures provided for by the Financial Services Action Plan of the European Commission, completed the regulatory framework that governs the operation of the single banking market. The said regulatory framework, i.e. European Banking Law, is one of the main elements for the formation of the single financial area in the EU, which is sought after with great vigor by EU bodies, especially following the beginning of the third stage of the monetary union.

Purpose:

The seminar aims at:

- The systematic incorporation of European Banking Law in the European financial law and the presentation of its historical evolution.
- Understanding fundamental policy principles that have been adopted for the formation of the single banking market.
- Analyzing the contents of European Banking Law, i.e. the provisions concerning the liberalization of banking market, licensing, supervision, restructuring and liquidation of credit institutions, as well as deposit guarantee schemes.
- The familiarization with the Lamfalussy process for the issuance of legal acts of European Banking Law.
- Defining the role of the European Central Bank System in ensuring the stability of the European banking system, and
- Monitoring the incorporation of the law into Greek legislation.

Expected benefits:

- Understanding of fundamental provisions of current European Banking Law and its definition against similar sectors.
- Understanding the role, and work, of EU bodies (European Commission, ECB) for the formation of European Banking Law.
- Understanding the fundamental principles that govern the single banking market.

Participants:

The seminar is addressed mainly, albeit not exclusively, to internal auditors, compliance officers and legal personnel.

Prerequisites:

No specific knowledge is required.

Duration: 8 hours.

IV
Postgraduate
professional qualifications



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MBA in Banking

ALBA

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Purpose and expected benefits:

The creation of an educational experience that will help trainees to:

- Understand the current situation and predict the most important trends in the financial sector.
- Make swift decisions and adapt easily to new environments that result from international, complex socioeconomic change.
- Respond successfully to globalization.
- Understand the importance of entrepreneurial ethics and corporate social responsibility.
- Understand the general theoretical framework that underpins managerial decisions.
- Be informed about the main academic research that elevates new applications in their fields of responsibility.
- Develop entrepreneurial skills that will help them identify opportunities and take initiative.
- Develop interpersonal communication skills (leadership, management, change management).

Participants:

Credit institution employees, over 25 years, with at least 3 years of working experience (2 reference letters).

Prerequisites:

- University degree
- Very good knowledge of English (Proficiency or TOEFL>213 level).

Duration:

2 years (classes are held two afternoons per week, 18:15-22:00). No classes are held in July and August, while a brief recess is provided for during Christmas and Easter.

Class schedule:

Period 1	January - February 2006
Financial Accounting (28 Hrs)	
Business Economics (28 Hrs)	
Period 2	March - April 2006
Quantitative Methods (Business Statistics) (28 Hrs)	
Financial Services Technology & Systems (28 Hrs)	
Period 3	May - June 2006
Financial Management (42 Hrs)	
Business Ethics (14 Hrs - mini course)	

Period 4	September - October 2006
Marketing of Financial Services (28 Hrs)	
Negotiations (28 Hrs)	
Period 5	November - December 2006
Management and Organizational Theory (28 Hrs)	
Management of Financial Services Operations (28 Hrs)	
Period 6	January - February 2007
Business Policy & Strategic Management (28 Hrs)	
Regional Markets (28 Hrs)	
Period 7	March - April 2007
Management Accounting (28 Hrs)	
Elective 1	
Period 8	May - June 2007
Financial Institutions & Markets (28 Hrs)	
Elective 2	
Period 9	September - October 2007
Elective 3	
Elective 4	
Period 10	November 2007 - February 2008
Business Plan & Group Field Consulting Projects	

Workshops:

- Overview of the Financial Services Industry
- International Banking Regulations

These workshops will be implemented around the program schedule.

Training for Trainers

The HBI has been offering a “Training for Trainers” program for the Greek financial sector since 1998. The Institute formed a special workgroup for its preparation, in co-operation with the Hellenic Open University and HBI officers.

In 2006, the program will be renewed, in order to incorporate the expertise and to adopt the training methodology of the most forward-looking European educational institutions that are specialized in distance learning. The program is delivered with the mixed training method, which has been adapted to the particular needs of credit institutions, as well as the specific working environment.

The proposed programs are distinguished for their versatility and adaptability to the training needs of each credit institution, and provide different courses for new and experienced trainers. It is worth noting that the list of subjects for new trainers includes techniques for training adults and methods for diagnosing needs and designing training programs.



I. Training program for new Trainers

Five days (35 hours) of applied theory and two days of practice: (i) micro-tutoring (15 minutes/person); (ii) creation of modules and relevant lesson plans (off-class, during the trainees free-time) and micro-tutoring (in-class), 25-30 min/person. PowerPoint knowledge is a prerequisite. Inability to use this application adds two extra days to the program. Therefore, the new trainers' training program will have a duration of 7-9 days.

Issues to be covered, among others:

- The adult trainee (needs, learning theories, motives and their role in the educational process)
- From business need to training program - methods for “translating” the business problem into a seminar
- Methods of training and educational communication
- Training material formation principles
- Learning evaluation - creation of exercises and tests

II. Training program for experienced Trainers

Three days (20 hours) of seminars and micro-tutoring, emphasizing on scientific developments that concern the methods for teaching adults (cognitive psychology), techniques (learning game, simulation, case study) and the evaluation of learning through the implementation of the above for the creation of:

- Lesson plans
- Consolidation exercises, case studies, tests and educational communication techniques.

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