



2022 Programme Directory

On Course for Success



Brunei Institute of Leadership & Islamic Finance

www.bilif.com.bn



Welcome Message

Assalamu'alaikum Waramatullahi Wabarakatuh and Salam Sejahtera,

Alhamdulillah, with the grace of Allah Subhanahu Wa Ta'ala, firstly, I would like to take a moment to sincerely thank Brunei Darussalam Central Bank (BDCB) and BILIF Board of Directors for their guidance as well as all our stakeholders, partners and clients for their kind support and trust that you have placed on us in the past year. 2021 was a rollercoaster of emotions as we have completed our rebranding from the decade old Centre for Islamic Banking, Finance And Management (CIBFM) to Brunei Institute of Leadership and Islamic Finance (BILIF); organised exciting world class events such as BruneiIslamic Capital Market (BICAM) Conference and Syariah Advisory Series; refreshed our signature Fiqh Mu'amalat Practitioners Programme and forged new international partnerships with reputable institutions such as Singapore Management University (SMU), Singapore, Universiti Brunei Darussalam (UBD), Brunei

Darussalam, Bahrain Institute of Banking & Finance (BIBF), Bahrain as well as becoming an official examination centre in Brunei Darussalam for Institute of Enterprise Risk Practitioners (IERP), Malaysia and Chartered Banker Institute (CBI), United Kingdom.

Alhamdulillah, despite the setback of the second wave of COVID that plagued the country, I am proud of my BILIF team for having the tenacity and agility to not only perform but also maintain a high level of quality in the works and services that they provided for our clients. I am also greatly appreciative to all our participants as many of you remain curious and enthusiastic about our programmes and events despite having to attend them virtually.

For 2022, I am excited to announce several new additions to our line-up of programmes, certifications, and events. We believe these new offerings will provide an opportunity for aspiring professionals to become certified, gain greater credibility and knowledge for their career development. Some notable highlights include our new Certificate in Retail & Digital Banking, Certified FinTech Practitioner (CFP), Professional Diploma and Advanced Diploma in Banking & Finance which we are offering in partnership with the London Institute of Banking & Finance (LIBF), United Kingdom. Additionally, we are also offering the Operational Risk Management Certification by IERP and a Foundation Certificate in Responsible Banking by CBI. We will also be organising a new signature event, which is sure to gather numerous esteemed international experts and speakers to share their knowledge and expertise.

As we enter the new year, I pray that the COVID-19 situation will continue to improve and for everyone to remain healthy and safe. Without a doubt, BILIF will continue to work hard and improve the services that we provide to all our clients and stakeholder so that we can achieve our vision, A world of industry-leading professionals equipped with high intellect and insight, particularly in the areas of Islamic finance.

Thank you to all our supporters and we wish you a prosperous 2022. May Allah shower us with His blessings and fulfil our dreams and aspirations. We hope to see you all very soon.

Wabillahi Taufik Walhidayah, Wassalamualaikum Warahmatullahi Wabarakatuh.

Best Regards,
Dayang Hajah Sufinah binti Haji Sahat
Chief Executive Officer
Brunei Institute of Leadership & Islamic Finance (BILIF)



Our Story

Brunei Institute of Leadership & Islamic Finance (BILIF), formerly known as Centre For Islamic Banking, Finance and Management (CIBFM), was established in 2010 as the Centre of Excellence for the finance industry in Brunei Darussalam, providing high-quality learning solutions, including signature and collaborative events for human capacity development in the areas of Islamic finance and leadership.

Under the purview of Brunei Darussalam Central Bank (BDCB), BILIF plays a fundamental role in Pillar 5 of Brunei Darussalam Financial Sector Blueprint 2016-2025 in raising financial industry standards especially in the areas of Islamic finance.

All of our programmes are accredited by Brunei Darussalam National Accreditation Council as Value Added Qualifications. Since its inception, BILIF has conducted 555 programmes and 64 events for more than 13,700 participants, including a new suite of Virtual Instructor-Led Training (VILT) programmes and online events.*

BILIF has forged strategic partnerships with local and international organisations over the past 10 years which have allowed us to bring professional programmes, expertise and opportunities to shape future leaders, experts and innovators in the areas of Islamic finance and leadership. Appointed by BDCB, BILIF is the official licensing examination centre for Financial Planning Practitioners' Programme (FPPP) and Qualifying Examination for Insurance/Takaful Agents (QEFITA). BILIF is also the official examination centre for all examinations under Chartered Institute for Securities & Investment (CISI), UK; Chartered Bankers Institute (CBI), UK; International Compliance Association (ICA) and The Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), Bahrain. BILIF has also established a recent partnership with Bahrain Institute of Banking and Finance (BIBF) late 2021 and The London Institute of Banking & Finance (LIBF), both with the objective of bringing more quality learning opportunities for our participants in the areas of banking and finance.

In 2021, BILIF was awarded the GIFA Excellence Award (Islamic Finance Training and Education) 2021 at the 11th Global Islamic Finance Awards (GIFA), the Award for Contribution to Organisation at the Asia HRD Awards 2021 which was held virtually from Cyberjaya, Malaysia and the award for Best Emerging Islamic Finance Training and Education Brunei 2021 at the International Finance Award (IFA) 2021.

Our Achievements



*Figures as of December 2021

Programmes, Examinations and Events



555 PROGRAMMES AND EXAMINATIONS
2011 - 2021



9060 PARTICIPANTS
2011 - 2021

*Figures as of December 2021



64 EVENTS
2011 - 2021



4646 PARTICIPANTS
2011 - 2021



OUR VISION

A world of industry-leading professionals equipped with high intellect and insight, particularly in the areas of Islamic finance.

OUR MISSION

We shape future leaders, experts and innovators in the areas of Islamic finance and leadership through immersive programmes and world-class events.

CORE VALUES

Islamic

Incorporating Siddiq (honesty), Amanah (trust), Tabligh (sharing) and Fatanah (wisdom) in all that we do.

Respectful

Treating our clients with utmost care and respect to deliver on our brand promise.

Growth

Dedicating ourselves towards the personal and professional growth of our clients.

Dynamic

Constantly finding new and innovative ways to provide relevant and insightful knowledge for the growth and development of our clients.

Programme Categories

Islamic Finance

One of the goals outlined in the Brunei Darussalam Financial Sector Blueprint (FSBP) 2016-2025 is to develop Brunei Darussalam into an international Islamic finance hub. Towards contributing to this goal, BILIF offers both introductory and specialised programmes to enhance the knowledge of practitioners in the field of Islamic finance, and develop more local experts and scholars in the Sultanate.

Leadership & Management Programmes

Leadership and management skills are vital at all levels to create healthy and functional work environments. This, infused with positive collaboration and communication will lead to better job and team performance. BILIF offers a variety of development programmes that will help refine and enhance participants' skill sets to new heights.

BILIF Signature Programmes

In line with our objectives, BILIF designs and offers leadership and Islamic finance signature programmes with contents and modules focused on practicality and application at its core. These signature programmes aim to develop and shape future leaders, experts, and innovators especially in Brunei Darussalam.

Technical Programmes

Our technical-based programmes aim to equip practitioners with the technical knowledge needed in today's ever-changing working environment. These programmes help participants acquire necessary skills to do their work efficiently, ranging from the basics of utilising Microsoft Excel to more industry-specific knowledge such as handling corporate governance.

Licensing Programmes

Insurance and takaful agents, as well as financial planners in Brunei Darussalam, are required to be licensed to ensure they meet the expected level of professionalism and expertise. As the official licensing examination centre appointed by Brunei Darussalam Central Bank (BDCB), BILIF offers the relevant licensing programmes including the Financial Planning Practitioners' Programme (FPPP), and the Qualifying Examination for Insurance & Takaful Agents (QEFITA).

Certification Programmes

BILIF offers a variety of certifications from various internationally-recognised organisations to raise the standards and expertise of professionals in the finance industry within the Sultanate. These certifications include those on Anti-Money Laundering, Financial Crime Prevention, Business Continuity Leader and many more.

Tertiary Qualifications

BILIF offers tertiary qualifications in collaboration with the esteemed London Institute of Banking & Finance such as Advanced Diploma in Banking & Finance (AdvDipB&F) and Professional Diploma in Banking & Finance (PDipB&F). With a flexible mode of learning, this qualification will equip participants with specialist knowledge and build their competence in retail and consumer banking, or business and commercial banking roles.

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Programme Calendar

Islamic Finance Programmes | Pg 12 - 29

2 - 3 February	Intermediate Islamic Economics
7 - 8 March	Islamic Finance: Financial Statement and Analysis
14 - 17 March	Syariah Non-Compliance Risk (Advanced)
23 - 25 May	AAOIFI Auditing and Governance Standards
11 - 13 July	AAOIFI Best Practices in Islamic Risk Management
1 August	Islamic Financial Planning 202: Money Management in The Islamic Concept
8 - 9 August	Islamic Banking System and Operation
19 - 20 September	Hands On Workshop (HOW): Takaful

Leadership And Management Programmes | Pg 32 - 45

24 - 27 January	Supervisory Leadership for Supervisors and Managers
8 - 9 February	Personal Transformation through Neuro Linguistic Programming (NLP)
21 - 22 & 24 - 25 February	Corporate Secretarial Best Practices
3 - 4 March	Getting Things Done: Level 1
21 - 24 March	Managing New Generation Workforce
30 - 31 March	Basic Counseling at Workplace
11 - 14 April	Turning Stress into Productivity
8 - 10 August	Executive Secretary & Effective Administrative Skills

BILIF Signature Programmes | Pg 48 - 83

24 January – 20 May	Fiqh Mua'malat Professional Programme (FMPP)
21 February 2022 - 21 April 2023	Leadership in Islamic Finance and Economics (LIFE)
3 March 2022 - 13 May 2023	Leadership in Islamic Finance and Economics (LIFE)
June - August	Young Executive Leadership Programme (YELP)
June - December	High Impact Executive Leadership (HIEL)
August - December	Senior Executive Advanced Leadership (SEAL)

Technical Programmes | Pg 86 - 103

8 - 9 February	Debts Collection for Collectors
1 - 4 March	Essential Skills for Microsoft Excel

Technical Programmes | Pg 86 - 103

21- 25 February & 28 - 31 March

15 - 16 February

15 - 17 March

14 - 16 June

20 - 21 June

29 - 30 June

18 July

Intermediate Microsoft Excel

IFRS 9 - Financial Instrument

Data Privacy and Practices

Credit Risk Management

Advanced Microsoft Excel

Liquidity Risk Management

Root Cause Analysis

Licensing Programmes | Pg 106 - 111

14 - 15 February, 25 - 26 June &
21 - 22 November

7 - 22 March & 11 - 26 August

Qualifying Examination for Insurance & Takaful
Agents (QEFITA)

Financial Planning Practitioners' Programme
(FPPP)

Certification Programmes | Pg 114 - 137

9 -10 February

March

9 -10 March

23 - 24 March

June

7 - 8 June, 7-8 September, 7-8 December

15 -16 June

30 June

6 - 7 July

ICA Certificate in Compliance

LIBF Certificate in Fintech Practitioner (CFP)

ICA Certificate in Anti-Money Laundering

ICA Advanced Certificate in Anti-Money Laundering

LIBF Certificate in Retail & Digital Banking (CertRDB)

ICA International Diploma in AML Anti-Money Laundering

ICA Specialist Certificate in Corporate Governance

CBI Professional Banker Certificate

ICA Certificate in Know Your Customers & Customer Due
Diligence

CISI Islamic Finance Qualification (IFQ)

IERP Operational Risk Management

CISI International Certificate in Wealth and Investment

CBI Foundation Certificate in Responsible Banking

28 July

5 - 7 September

29 September

13 October

Tertiary Qualifications | Pg 140 - 155

Self Study

Stage 1: Professional Diploma in Banking & Finance
(PDipB&F)

Self Study

Stage 2: Advanced Diploma in Banking & Finance
(AdvDipB&F)





**ISLAMIC FINANCE
PROGRAMMES**

Islamic Finance

Intermediate Islamic Economics

2 – 3 February 2022



Overview

The course introduces participants to the foundations of Islamic economics from conventional economics in terms of the worldview, the regulatory framework, and ethical aspects. Participants will be able to learn the roles of various Islamic economics institutions under the Islamic economic structure.

The aim of this programme is to guide the participants to evaluate economic and policy issues from Islamic economics perspectives. This course will also cover the application of Islamic economic principles to emerging issues in economics.

Objectives

By the end of this programme, participants will be able to:

- ◆ Present the Islamic economy and its interconnected institutions and sectors;
- ◆ Explain key Islamic economic institutions and their key roles in the Islamic economy; and
- ◆ Discuss the distinct features of the regulatory framework of the Islamic economy.

Who Should Attend

- ◆ Islamic finance professionals;
- ◆ Islamic and conventional bankers;
- ◆ Academics & researchers; and
- ◆ Anyone interested to learn Islamic economics.

Programme Outline

Islamic Economics Structure and Institution:

- ◆ Module 1: The Islamic Economy;
- ◆ Module 2: The Market Institutions;
- ◆ Module 3: Finance in the Islamic Economy;
- ◆ Module 4: Social Financial Institutions; and
- ◆ Module 5: Regulatory Institutions.

Programme Leader

Dr Mohd Hairul Azrin is a faculty member in the School of Business and Economics, Universiti Brunei Darussalam with an interest in the field of accounting, governance and Islamic finance. Prior to this, he has been involved in the Brunei Islamic economics, entrusted in the area of Syariah governance and audit since the year 2000 and is currently an alternate member in the Syariah Financial Supervisory Board (SFSB).

On the academic front, he has published works and presented papers in several conferences in the areas of governance, Islamic banking and finance, Takaful and financial reporting. the Journal of Islamic Accounting and Business Research (JIABR). Dr Azrin graduated with a First Class Honors in Bachelor of Accounting program and holds an MBA specialising in Islamic Banking and Finance from The International Islamic University Malaysia. He was also awarded PhD in Accounting and Finance from The University of Glasgow.



Islamic Finance

Financial Statements and Analysis

7 – 8 March 2022



Overview

This course describes the analysis of financial statements and company valuation. Financial statement analysis is the application of analytical tools and techniques for general purpose financial statements and related data in order to derive estimates and inferences useful in business analysis. The Financial statement analysis is comprised of accounting analysis, financial analysis and valuation. The course will guide participants to read financial statements and interpret numbers in the financial statements.

Objectives

By the end of this programme, participants will be able to:

- ◆ Understand the different types of selected assets and liabilities based on their importance; and
- ◆ Understand the basic accounting treatment of the different types of assets and liabilities based on the IFRS.

Who Should Attend

- ◆ Finance professionals;
- ◆ Corporate business professionals;
- ◆ Credit teams;
- ◆ Analysts; and
- ◆ Bankers.

Programme Outline

Module 1: Analysing Financial Activities

- ◆ Capital Leases;
- ◆ Commitments;
- ◆ Contingencies;
- ◆ Off Balance Sheet.

Module 2: Analysing Operating Activities (Syariah compliant and Non-Syariah compliant)

- ◆ Revenue Recognition;
- ◆ Interest;
- ◆ Taxes;
- ◆ Non-recurring Item; and
- ◆ The Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI)

Programme Leader

Dr Mohd Hairul Azrin is a faculty member in the School of Business and Economics, Universiti Brunei Darussalam with an interest in the field of accounting, governance and Islamic Finance. Prior to this, he has been involved in the Brunei Islamic economics, entrusted in the area of Syariah governance and audit since the year 2000 and is currently an alternate member in the Syariah Financial Supervisory Board (SFSB).

On the academic front, he has published works and presented papers in several conferences in the areas of governance, Islamic banking and finance, Takaful and financial reporting. the Journal of Islamic Accounting and Business Research (JIABR). Dr Azrin graduated with a First Class Honors in Bachelor of Accounting program and holds an MBA specialising in Islamic Banking and Finance from The International Islamic University Malaysia. He was also awarded PhD in Accounting and Finance from The University of Glasgow.



Islamic Finance

Syariah Non-Compliance Risk (Advanced)

14 – 17 March 2022



Overview

This course exposes participants to the Syariah risk management processes as part of the Syariah governance and assurance mechanisms as well as the assessment of the adequacy and effectiveness of the current internal controls for Syariah compliance within the business units via the adoption of various risk management tools. Cases and discussions on the adoption of tools, namely Risk Control Self Assessment (RCSA), Key Risk Indicators (KRI) and Loss Event Data (Syariah Non-Compliance Management & Reporting) will be conducted.

The knowledge on the frameworks will empower Syariah governance functions; Syariah secretariat, Syariah researchers, Syariah risk officers, Syariah reviewers and Syariah auditors to identify, assess and improve the internal control measures necessary to ensure continuous compliance to Syariah.

This course adopts a hybrid of teaching and learning sessions about fundamentals of Syariah risk management as well as the practical works on the assessment of the adequacy and effectiveness of the current internal controls for Syariah compliance adopted in Syariah-compliant operations. At the end of the programme, participants will be generating a report on the internal control measures for the critical processes in Islamic financial institutions' operations.

Objectives

By the end of this programme, participants will be able to:

- ◆ Become empowered on the fundamentals and applications of Syariah risk management as a vital second line of defense function to ensure Syariah compliance;
- ◆ Inculcate the fundamentals of Syariah risk management processes and technical skills to execute the Syariah risk management processes; and
- ◆ Become empowered to adopt the Syariah risk management tools, namely Risk Control Self-Assessment (RCSA), Key Risk Indicators (KRI) and Loss Event Data (Syariah Non-Compliance Management & Reporting).

Who Should Attend

- ◆ Head of the operations;
- ◆ Risk management committees members;
- ◆ Syariah function managers and executives; and
- ◆ Syariah risk management managers and executives.

Programme Outline

Module 1: Syariah Governance and Risk

- ◆ Syariah Governance Framework
- ◆ SNC Risk and its importance
- ◆ COSO Internal Control Framework
- ◆ Three Lines of Defense
- ◆ Syariah Compliance Culture

Module 2: Syariah Non-Compliance

- ◆ Syariah Risk Management Processes
- ◆ Risk Identification
- ◆ Risk Measurement and Assessment
- ◆ Risk Control and Mitigation
- ◆ Risk Reporting

Identification and discussion on the role of Syariah governance organs in each of the process and examples of adoption for best practice.

Module 3: Syariah Risk Management Tools

- ◆ Risk Control and Self-Assessment (RCSA)

Case study on RCSA in 4 retail and trade products; identification of risks in business process and present internal control in adoption

Module 4: Syariah Risk Management Tools

- ◆ Key Risk Indicator (KRI)
- ◆ Loss Event Data (Syariah Non-Compliance Management & Reporting)

Identification of pertinent Syariah-related KRIs.

Module 5: Internal Control & Committee of Sponsoring Organisations of the Treadway Commission (COSO) Framework in Syariah Risk Management

Internal Control in Managing Syariah Non-Compliance Risks

- ◆ COSO Framework
- ◆ COSO Components
- ◆ Control Environment
- ◆ Risk Assessment
- ◆ Control Activities
- ◆ Information and Communication
- ◆ Monitoring Activities

Case study in the application of COSO in Syariah risk management and Syariah Assurance

Module 6: Internal Control for Possible SNC Risks [Case Study]

- ◆ Assessment of existing Internal Control
- ◆ Recommendation for Internal Control Improvements

Case study on assessment of Internal Control for Syariah compliance

Module 7: SNC Monitoring and Reporting

Programme Leader

Prof. Dr. Zurina Shafii is a Professor in the Faculty of Economics and Muamalat, Universiti Sains Islam Malaysia (USIM) and a research fellow in Islamic finance and Wealth Management Institute (IFWMI), USIM. She holds an Accounting Degree from Universiti Teknologi Mara (UiTM) and a Master's degree and PhD in Islamic finance from Durham University, UK. She too holds the professional accounting qualification, ACCA and a Certified Islamic Financial Planner designation. Her field of expertise are Syariah audit and assurance, Islamic financial institutions' accounting and reporting, Islamic financial planning and Halal Compliance Procedures. She authored four books on Islamic financial planning, Syariah audit and Islamic finance.

She is the president of Association of Islamic Financial and Wealth Management (AIFIWM), a non-governmental organisation championing the issues of Islamic wealth management. She is too a member of Syariah Committee (SC) for Standard Chartered Saadiq Malaysia, Bank Pembangunan Malaysia Berhad, Zurich Takaful and Khadijah International Waqf Foundation (Labuan), advising and monitoring the Syariah operational aspects of the institutions. She sat on the Syariah Committee of MBSB Bank for 4 years, having had the opportunity to advise the bank for its full conversion process initiated in 2017. Starting January 2021, she holds the responsibility to lead as the Director of Centre of Waqf and Zakat of Universiti Sains Islam Malaysia, leading, strategizing and fundraising zakat and waqf for the Centre.

She and her team members are the founders of MIG consultancy that provides training, adopting immersive educational tool, a board game for Islamic finance education. The innovation is called Muamalat Interactive Game (MIG). The invention won many awards, conferred by PECPITA, ITEX and IENA in Germany. The board games are used in trainings in a number of Islamic banks, zakat institutions, universities, schools and NGOs.

Her expertise in Islamic finance led her the responsibility as an external expert panel for Finance Accreditation Agency (FAA) and an SME for IBFIM on Syariah audit, heading the project of making the Certified Professional Syariah Auditor to the market in December 2019. Her engagement with the all functions of Syariah governance; Syariah risk managers, Syariah reviewers and Syariah auditors as the main trainer for Module 5: Syariah Audit Planning and Program and Module 4: Syariah Risk Management provided the avenues to engage on Islamic banking and takaful issues of the day.

She was appointed as a visiting research fellow in Durham University Business School (Durham University, UK), Islamic Research Training Institute (IRTI) of Islamic Development Bank (IDB) and Global Islamic Finance Development Centre, a research centre for World Bank based in Istanbul in 2014-2015. In 2018, she was in ASAFAS Kyoto University, as Visiting Research Scholar.



Islamic Finance

Islamic Financial Planning 202: Money Management in Islamic Concept

01 August 2022



Overview

Money Management in Islamic Concept provides a step-by-step guide that will enable participants to take control and manage their own finances in accordance with Syariah principles.

Upon completion of the programme, the participants will acquire a complete understanding of Islamic financial planning and be able to prepare and manage their budget including their savings and spending plans and create a simple plan to achieve their financial goals.

Objectives

By the end of this programme, participants will be able to :

- ◆ Learn the importance of Islamic financial planning;
- ◆ Understand the components of basic Islamic financial planning;
- ◆ Learn how to prepare an effective personal/household budget;
- ◆ Draw up and produce their personal financial goals;
- ◆ Identify their current personal financial standings;
- ◆ Understand and assess their own financial strengths and weaknesses;
- ◆ Improve and manage their personal finance systematically using simple tips;
- ◆ Draw financial plan before retiring;
- ◆ Identify bad loan and good loan; and
- ◆ Plan hajj and zakat;

Who Should Attend

- ◆ Participants who has no financial planning background;
- ◆ Managers;
- ◆ Self employed;
- ◆ Newly employed;
- ◆ Soon to retire;
- ◆ Young families;
- ◆ Breadwinners/main income earner; and
- ◆ Start-up entrepreneurs.

Programme Outline

- ◆ Introduction to Islamic Financial Planning.
- ◆ Cash Flow and Cash Management.
- ◆ Types of Takaful (Protection).
- ◆ Understanding of Investment.
- ◆ Retirement Planning.
- ◆ Islamic Legacy Planning.

Programme Leader

Haji Shamsul bin Haji Muhamad, ChFc, IFP is the General Manager of Insurans Islam TAIB Family Takaful Sendirian Berhad (IITFT) with more than 25 years of experience in Islamic banking and finance as well as the takaful industry. Over the past 10 years, he has been invited to offer financial consultations through talks, short briefings and training to several organisations including Royal Brunei Armed Forces, Royal Brunei Police Force, Tabung Amanah Pekerja, among others. He is a Chartered Financial Consultant (ChFc) from Singapore College of Insurance (SCI) and an Islamic Financial Planning (IFP) from Islamic Banking and Finance Institute (IBFIM), Malaysia. He is also currently the Vice President of Financial Planning Association of Brunei (FPAB).



Islamic Finance

Islamic Banking System and Operation

8 – 9 August 2022



Overview

Islamic banking is not merely banking activities offering Islamic banking products and services but it is a system by itself that is executed to meet Syariah requirements. Even though the operations of Islamic banking is a mirror of traditional banking operations, it must abide to the Syariah governance stipulated by relevant authorities.

In this programme, participants will analyse the operational aspects of Islamic banking system as compared to traditional banking operations.

Objectives

By the end of this programme, participants will be able to :

- ◆ Understand Islamic banking system and its operations;
- ◆ Distinguish Islamic banking from traditional banking operations;
- ◆ Apply Islamic banking operations as stipulated by Syariah governance authorities; and
- ◆ Illustrate risk management in an Islamic banking system.

Who Should Attend

- ◆ Islamic finance professionals;
- ◆ Islamic bankers;
- ◆ Academics and researchers; and
- ◆ Anyone interested to learn about Islamic banking.

Programme Outline

- ◆ Module 1: Introduction to Islamic Banking System.
- ◆ Module 2: Islamic Banking Models – Full-fledged / Islamic subsidiaries / Conventional Window.
- ◆ Module 3: Function of Intermediary of Islamic Banking.
- ◆ Module 4: Negative Listing of Activities in Islamic Banking.
- ◆ Module 5: Theory of Mua'malat (Islamic Commercial Transaction) in Islamic banking.
- ◆ Module 6: Value Proposition of Islamic Banking Products and Services.
- ◆ Module 7: Frequently Used Terminologies in Islamic Banking.
- ◆ Module 8: General risks and Unique risks in Islamic Banking.

Programme Outline

- ◆ Module 9: Dos and Don'ts in Islamic Banking Operation.
- ◆ Module 10: Rescheduling and Restructuring of Islamic Banking Financing Facilities.
- ◆ Module 11: Regulatory Aspect and Syariah Governance for Compliance for Islamic bank; and
- ◆ Module 12: Discussion on Resolutions by Syariah Advisory Council Bank Negara Malaysia.

Programme Leader

Dr Razli Ramli has with him over 25 years of experience in banking and finance, with 20 years in Islamic finance. His proficiency lies in the transformation of traditional banking & financial operations into Syariah-compliant operations. He is one of the council members of BSN's Syariah committee and sit as an independent and non-Executive Director of Board in Wasiyyah Family Office Sdn. Bhd.

He is currently a senior lecturer at Azman Hashim International Business School (AHIBS), Universiti Teknologi Malaysia and an adjunct fellow of IliBF, International Islamic University Malaysia. He was the Director of Syariah and Business Advisory Department of IBFIM (a BNM's founded institution), and was responsible to advice more than 130 Islamic funds including Islamic REITs and mandates by local and international asset management companies worth more than RM24 billion.

Dr Razli sits in the Think-Tank Group of Jabatan Wakaf, Zakat and Haji (JAWHAR) under the Ministry of Prime Minister Malaysia. He was involved in the Think-Tank Group for amendment of Hire Purchase Act (HP Act) 1967 into an Islamic Hire Purchase Act, which has been undertaken by Ministry of Domestic Trade, Cooperative and Consumerism of Malaysia. Finance Accreditation Agency (FAA), an international and independent quality assurance and accreditation body for the Financial Services Industry (FSI) has appointed him as the FAA Panel Member since 2014 and he was also chosen by Asian Institute of Finance (AIF) as a Curriculum Panel to the professional development of learning programs for financial institutions in Malaysia.

He is a proficient trainer in operational aspect of banking and finance, where he has been invited to share his practical experience in many countries. Besides being invited by local and international universities, he is also a regular invitee lecturer for Financial Sector Talent Enrichment Programme (FSTEP) initiated by Asian Institute of Chartered Bankers (AICB), under the Central Bank of Malaysia. Dr Razli has also co-authored practical Islamic finance books and journals.

Dr Razli, who is a member of Malaysian Institute of Management, obtained his Bachelor of Economics from Flinders University of South Australia in 1990. He attained his Doctorate in Management (PhD) from Universiti Utara Malaysia in 2020.

Islamic Finance

Hands On Workshop: Takaful

19 – 20 October 2022



Overview

This course is designed to introduce and enhance participant's understanding of the principles, concepts and underlying contracts applied in Takaful. The main objective of this program is to provide essential knowledge and basic building blocks in the features and operations of Takaful as well as post-pandemic issues whilst bearing in mind Syariah considerations.

Objectives

By the end of the programme, participants will be able to:

- ◆ Explain the conceptual and practical aspects of Takaful and the link between both;
- ◆ List the various principles, concepts and underlying contracts applied in general and family Takaful business;
- ◆ Enumerate the differences between Takaful and insurance;
- ◆ Understand the role of Takaful business in Islamic economy and financial system;
- ◆ Apply the knowledge in real practice; and
- ◆ Review and evaluate Takaful business development and operations post pandemic conditions within Syariah and legal frameworks.

Who Should Attend

- ◆ New entrants to Takaful Industry;
- ◆ Takaful operators in need of refresher course; and
- ◆ Anyone who requires a better understanding of Takaful and its application and operations.



Programme Outline

Module 1: Introduction

- ◆ Why Takaful?
- ◆ Concept of Takaful
- ◆ Basic Principles of Takaful

Module 2: The Syariah Methodology of Takaful

- ◆ Definition, Development and Objective the Syariah Methodology
- ◆ Primary Sources
- ◆ Secondary Sources

Module 3: Applied Legal Maxims for Takaful

- ◆ Function of Legal Maxims
- ◆ Normative Legal Maxims and Their Applications in Takaful
- ◆ Selected Legal Maxims and Their Applications in Takaful

Module 4: Difference between Takaful and Conventional Insurance

Eliminating Gharar, Riba & Maysir from Takaful

- ◆ Types of Gharar
- ◆ Qur'anic Concept of Maysir According to Classical Scholars
- ◆ Difference Between Gharar and Maysir
- ◆ Concept of Riba and Issues Raised by Jurists

Module 5: Mu`āmalah Principles and Contracts in Takaful

- ◆ Introduction to Mu`āmalah
- ◆ Tenets and Conditions in Mu`āmalah
- ◆ Types of Mu`āmalah and Their Syariah Requirements

Module 6: Takaful Contracts and Models

- ◆ Basic Operational Models For Takaful
- ◆ The Mu`ārabah Contract and Model
- ◆ The Wakālah Contract and Model
- ◆ The Wadī'ah Contract and Model
- ◆ The Ju`ālah Contract and Model
- ◆ The Waqf Contract and Model
- ◆ Hybrid Models
- ◆ The Pure Cooperative Model

Module 7: Principles of Insurance as Applied to Takaful

- ◆ Proximate Cause
- ◆ Utmost Good Faith
- ◆ Insurable Interest
- ◆ Indemnity
- ◆ Contribution
- ◆ Subrogation

Module 8: Syariah Issues and Solutions in Takaful Operations

- ◆ Underwriting
- ◆ Claims
- ◆ Retakaful
- ◆ Fund Management and Investment
- ◆ Accounting and Finance
- ◆ General Management
- ◆ Post Pandemic Product Development

Module 9: Adjustment Reserving for Pre-Pandemic Products

Programme Leader

Azman Ismail has been in the Islamic finance industry since 1985 and has provided training and consultancy services in Malaysia, Singapore, Indonesia, Saudi Arabia, Qatar, Brunei and Iran and presented papers in Kuala Lumpur, Manama, New York, Tokyo, Brunei, Singapore, Cairo, London, Milan, Taipei, Taroudant and Abu Dhabi. He was an external lecturer for the Master in Islamic Banking and Finance program at the Institute of Islamic Banking and Finance (IIBF), International Islamic University Malaysia (IIUM). He was also a Course Consultant and Member, Board of Studies at the Institute. He has been commissioned by the International Centre for Education in Islamic Finance (INCEIF). His previous works include commissioning by INCEIF and consultations by ISRA. Azman was a Member of the Information Panel, AmanahRaya, the Public Trustee of Malaysia and a Syariah Advisor to several Islamic institutions in Malaysia and Singapore. He has written and translated thirteen books (fifteen volumes). In Malaysia, he has conducted training for Bank Negara Malaysia, Institut Latihan Kehakiman dan Perundangan, Akademi Percukaian Negara, Institut Latihan Islam Malaysia and many other organisations.



Islamic Finance

AAOIFI Auditing and Governance Standards

23 - 25 May 2022



BILIF will be collaborating with AAOIFI to deliver this programme which exposes participants to AAOIFI Financial Accounting Standards relating to the treatment of various Islamic financial instruments such as Murabaha, Ijarah and Investments.

*For more information on this programme,
please contact our hotline at +673 827 1140 or our landline +673 246 1221 / 1223.
Alternatively, follow our updates on Instagram @BILIF.BN or
visit our website at WWW.BILIF.COM.BN.*

Islamic Finance

IFSB Best Practices in Islamic Risk Management

11 - 13 July 2022



The course introduces participants to a set of guidelines on the best practices for establishing and implementing effective risk management in Islamic financial institutions. In particular, the Standard sets out 15 principles for managing the risks inherent in Syariah-compliant financial businesses.

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**LEADERSHIP AND MANAGEMENT
PROGRAMMES**

Leadership and Management

Supervisory Leadership for Supervisors and Managers

24 - 27 January 2022



Overview

Having effective employees and an effective team are crucial in delivering business goals and objectives. However, it is an area that is often left to chance, which can lead to de-motivated employees who do not feel part of the business and consequently do not perform.

These highly interactive 4 half-day sessions are designed to provide supervisors, officers and new managers with essential management and people leadership skills to lead and manage their team. This programme covers what it takes to lead and manage an effective team and how to get the best out of its members by understanding the role of a leader, both personally and from the point of view of the team.

The course materials will help to develop anyone that leads a team or is involved in a leadership role. It is also useful for those who need to develop their leadership skills as a new supervisor, officer or manager.

Objectives

By the end of this programme, participants will be able to:

- ◆ Recognise and appreciate the importance of having essential leadership and management skills;
- ◆ Appreciate and embrace the qualities of an effective leader;
- ◆ Acquire the essential skills, tools and techniques in leading and managing their employees and team;
- ◆ Put into practice essential skills, tools and techniques into case studies, role plays and other relevant learning activities;
- ◆ Build and align shared business vision with the team;
- ◆ Develop clear and SMART team objectives, targets and goals as a basis for managing their performance;
- ◆ Motivate staff by understanding their drivers and developing actions to support them;
- ◆ Deal with difficult employees;
- ◆ Coach and mentor employees effectively using the Performance Coaching Steps;
- ◆ Delegate tasks more effectively; and
- ◆ Manage and handle conflict or misunderstanding between employees.

Who Should Attend

- ◆ Supervisors, officers and managers who are new to the supervisory and leadership roles;
- ◆ Supervisors, officers and managers who have to lead and manage teams; and
- ◆ Individuals who are keen to sharpen their supervisory and leadership skills to make an impact at work.

Programme Outline

- ◆ Module 1: Introduction.
- ◆ Module 2: Vision and Developing Team Goals.
- ◆ Module 3: Engaging And Being Engaged With the Employees.
- ◆ Module 4: Delegation.
- ◆ Module 5: Performance Management.
- ◆ Module 6: Performance Coaching.
- ◆ Module 7: Motivation And Motivating Your Staff.
- ◆ Module 8: Dealing With Difficult Team Members.
- ◆ Module 9: Conflict Handling.

Programme Leader

Madam Siti Rozainah Dato Yunos has over 27 years of Senior Management and Leadership roles and experience in the service industries. She was a Departmental Manager for various customer service and customer experience management related functions with HSBC Brunei. Her last role was as a Senior Manager in charge of the Customer Experience Management Division with Telekom Brunei Berhad before deciding to go public as a Trainer, Facilitator and Consultant.

She is the founder and the Managing Director of KnowledgeLine Training and Consultancy and the Principal Trainer, Facilitator and Consultant for the company.

Her expertise includes People Leadership and Management, Customer Service Performance Management, Complaint Handling and Management, Customer Communications Skills, Customer Journey Optimisation, Customer Channel Management, Process improvement, and implementation of Customer Service as well as Customer Care Related and People Leadership Development Tools.

She is a holder of the Executive Master of Management (in People Leadership) from Asia eUniversity (AeU), acquired her degree in BA Combined Studies (Accounting) from DeMonfort University, UK and has been awarded the Certified Financial Planner from the Financial Planning Association of Singapore (FPAS) and certification on the Islamic Financial studies through the "Fiqh Mu'amalat Professional Programme" from Brunei Institute of Leadership and Islamic Finance (BILIF).

Leadership & Management Programmes

Personal Transformation Through Neuro Linguistic Programming (NLP)

8 - 9 February 2022

Overview

Neuro Linguistic Programming or NLP is a body of knowledge that explicitly deals with enhancing your mind towards personal transformation and permanent change.

NLP examines patterns of behaviour and helps people to increase their self-awareness. Effectively, people can use NLP to reprogram their mind, change the patterns of their thoughts and emotional behaviours. NLP brings together three distinct areas of neuroscience, linguistic and behavioural patterns.

Objectives

By the end of this programme, participants will be able to:

- ◆ Use NLP perspectives to examine themselves and understand the underlying NLP principles;
- ◆ Modify internal representation of past events and convert them to positive experiences;
- ◆ Use NLP skills to reprogram themselves, increase their confidence and read others;
- ◆ Set goals systematically and boost confidence when dealing with future events using NLP programming
- ◆ Establish rapport using NLP techniques and use emphatic communication to get the most from their encounters
- ◆ Persuade others using language patterns & NLP meta-programming; and
- ◆ Boost their confidence by reframing and applying NLP techniques on their inner voice.

Programme Outline

- ◆ Module 1: NLP techniques.
- ◆ Module 2: Rapport Building.
- ◆ Module 3: Goal Settings - the NLP way.
- ◆ Module 4: How does your mind work?.
- ◆ Module 5: Beliefs.
- ◆ Module 6: Persuasion.
- ◆ Module 7: Self-confidence.



Programme Leader

Chong Wan Ching began her career in a manufacturing company where she successfully developed, implemented and obtained several products and quality management system certifications, including the internationally recognised ISO 9002. Since then, she moved on to various international and local financial institutions in areas of insurance, investment, banking, sales, sales management and training.

Wan Ching believes in continuous self-development and has obtained various certifications. She is a Certified Financial Planner registered with the Financial Planning Association of Singapore. She is also a Accredited Training Professional, Certified NLP Master Practitioner, Certified Coach Practitioner, and Six Seconds EQ Certified Practitioner. Wan Ching has a wealth of experience in providing training specialising in the areas of insurance, investment, financial planning customer service, sales, sales coaching and management, presentation, leadership and many other soft skills. Her workshops are known to be highly active, mind-set changing and experiential.



Leadership & Management Programmes

Corporate Secretarial Best Practices

21-22 & 24-25 February 2022



Overview

The modern company secretary plays an increasingly wider and in-depth role, and is imposed with additional responsibilities in relation to the activities of the company and activities of the Board of Directors. Hence, more is expected of a company secretary today.

In order to be an effective modern company secretary, it is necessary to know and to understand not only the traditional functions, such as, arranging Board meetings, preparing bundles of documents, taking minutes, filing documents, acting as liaison for directors. There is a further requirement to be familiarised with the general legislations that have an impact on the company secretary's roles and duties, and governance matters.

In other words, the title, "company secretary", carries with it a professional sense of responsibility which must be discharged with due care and diligence. Applying appropriate best practices in the performance of the functions of company secretary can, and does, influence the performance of a company.

Objectives

By the end of this programme, participants will be able to:

- ◆ Understand the expected responsibility of modern secretary in the Brunei context;
- ◆ Describe the various functions, namely, the main statutory and non-statutory roles and duties of a company secretary, and the actions to be taken;
- ◆ Apply the legislations that impact the carrying out of the roles and duties; and
- ◆ Identify the various dangers and risks of personal liability faced by company secretary.

Who Should Attend

- ◆ Corporate secretaries;
- ◆ Managers;
- ◆ Senior executives; and
- ◆ Individuals aspiring to pursue the corporate secretarial role.

Programme Outline

- ◆ Module 1: Introduction - The company secretary today.
- ◆ Module 2: What makes a good company secretary in Brunei.
- ◆ Module 3: Legislation relevant to a company secretary.
- ◆ Module 4: Appointment.
- ◆ Module 5: Reporting lines of a company secretary.
- ◆ Module 6: Functions: roles and duties.
- ◆ Module 7: Statutory registers, filings and timelines.
- ◆ Module 8: Fiduciary duties.
- ◆ Module 9: Corporate governance.
- ◆ Module 10: Prohibitions affecting a company secretary.
- ◆ Module 11: Contraventions of legislation.
- ◆ Module 12: Liabilities.
- ◆ Module 13: An ethical or legal dilemma.

Programme Leader

Muhd Jamil Abas Bin Abdul 'Ali @ James Chiew 'Ali is a barrister-at-law with 40 years legal experience. He retired from legal partnership in 2010 and is retained as Legal Adviser to the Firm of M/sAbrahams, Davidson & Co. His previous experiences include 9 years of legal service as Deputy Public Prosecutor and Deputy Senior Counsel in the Attorney General's Chambers and in the Registry of Companies and Business Names, and as a Magistrate. He was later appointed Deputy Chief Registrar of the High Court.

In private legal practice, he specialised in banking and conveyancing, companies law, and Islamic banking and finance work. His present areas of interests are Islamic banking and finance and legal regulatory compliance advice in structured finance products. His experiences include giving evidence as an expert witness on commercial issues in the High Court of Sydney, Australia. Muhd Jamil was named as Senior Statesmen in Brunei legal practice by Chambers Asia Pacific (Asia-Pacific's Leading Lawyers for Business) Publication.

Muhd Jamil is an Adjunct Senior Assistant Professor at the UBD School of Business & Economics (UBDSBE), Universiti Brunei Darussalam, and has taught the subject Legal Issues in Islamic Banking and Finance under the Masters in Islamic Finance Programme from 2012 to present.

Leadership And Management Programmes

Managing New Generation Workforce

21 – 24 March 2022



Overview

This 4 half-day interactive training programme has been designed to help managers and leaders manage new generations of workforce as well as some elements of managing a cross-generational team with confidence and ease. Participants will also review the facts and characteristics of these new generations and what that means for managers or leaders, as well as exploring how participants can make sure that they get the very best out of their people.

Objectives

By the end of this programme, participants will be able to:

- ◆ Recognise and appreciate the different generations in the workplace;
- ◆ Understand how life stages may impact different generations and their priorities;
- ◆ Understand the different characteristics of the new generations;
- ◆ Adapt new leadership and management styles in managing new generations;
- ◆ Close generational gaps by knowing their people and collaborating effectively;
- ◆ Understand ways to build trust and motivation with the new generation staff;
- ◆ Learn how to effectively communicate with the new generations;
- ◆ Learn how to help develop the new generations in the workplace; and
- ◆ Show confidence and gain respect from your team members.

Who Should Attend

- ◆ Individuals with new generation team members who has new generation employees under their care; and
- ◆ Individuals who are keen to enhance their skills in managing new generation workforce.

Programme Outline

- ◆ Module 1: Overview on Generations.
- ◆ Module 2: Closing the Generational Gap.
- ◆ Module 3: Building Credibility, Motivation and Trust.
- ◆ Module 4: Leadership and Management Styles.
- ◆ Module 5: Managing Generations.
- ◆ Module 6: Developing New Generations.
- ◆ Module 7: Communicating with New Generations.
- ◆ Module 8: Communicating with Gen Y and Z.

Programme Leader

Madam Rozainah has over 27 years of Senior Management and Leadership roles and experience in the service industries. She was a Departmental Manager for various customer service and customer experience management related functions with HSBC Brunei. Her last role was as a Senior Manager in charge of the Customer Experience Management Division with Telekom Brunei Berhad before deciding to go public as a Trainer, Facilitator and Consultant.

She is the founder and the Managing Director of KnowledgeLine Training and Consultancy and the Principal Trainer, Facilitator and Consultant for the company.

Her expertise includes People Leadership and Management, Customer Service Performance Management, Complaint Handling and Management, Customer Communications Skills, Customer Journey Optimisation, Customer Channel Management, Process improvement, and implementation of Customer Service as well as Customer Care Related and People Leadership Development Tools.

She is a holder of the Executive Master of Management (in People Leadership) from Asia eUniversity (AeU), acquired her degree in BA Combined Studies (Accounting) from De Monfort University, UK and has been awarded the Certified Financial Planner from the Financial Planning Association of Singapore (FPAS) and certification on the Islamic Financial studies "Fiqh Mu'amalat Professional Programme" from Brunei Institute of Leadership and Islamic Finance (BILLIF).

Leadership & Management Programmes

Basic Counselling at Workplace

30 - 31 March 2022



Overview

This 2-day programme will focus on counselling skills at work, formal and informal workplace grievance handling, and optimal leadership strategies for employee engagement and a healthy work environment.

Objectives

By the end of this programme, participants will be able to:

- ◆ Understand the basic settings of the counselling relationship, its boundaries and its main approaches (i.e. psychodynamic, person-centered, and cognitive-behavior);
- ◆ Be familiarised with the most important toolkit of a counsellor;
- ◆ Prepare and implement action for grievance resolution and monitor the success of such actions; and
- ◆ Understand the characteristics of a learning organisation and healthy workplace culture, in order to grasp the individual responsibilities of contributing to such cultures.

Who Should Attend

- ◆ Team leaders;
- ◆ Managers; and
- ◆ Human resource personnels.



Programme Outline

- ◆ Module 1: Counselling Skills and the "Helping Conversation".
- ◆ Module 2: Grievance Handling at the Workplace.
- ◆ Module 3: Self-reflection Techniques to Become Part of a Learning Organisation and Positive Work Culture.

Programme Leader

Hajah Norajleen Uminatul Hafizan Counsellor, Mental Health and Addiction Coach, Master of Counselling at the Universiti Brunei Darussalam.

Hajah Nora has a Bachelor's Degree in Human Resource Management from Staffordshire University and a Master's degree in Counselling from UBD. She is committed to assisting and empowering others and has worked with individuals (adolescents, teens and adults), couples, and families under the Department of Child Services and Juvenile Probation.

She has helped clients deal with divorce, depression, anxiety, PTSD, stress, infidelity, employment issues, and trauma such as sexual and/or physical abuse and neglect. She also has an appreciation of working with couples and parents to resolve family and relationship issues. Her counselling approach is CBT/REBT, Emotion-Focused Therapy, and Solution-Focused Therapy. She was nominated as a Mentor at the Brunei Young Leadership Convention 2019. She is a Bruneian Malay and speaks English and Bahasa Melayu.

Dr. Agnes Toth-Bos Counsellor, Psychologist and Lecturer at the University of Groningen, The Netherlands

Dr. Agnes is a psychologist from Hungary. She completed her PhD degree in the Netherlands, focusing on the importance of goal setting and goal attainment in human functioning. She was trained in family therapy and works as a counseling psychologist, striving to support people with various obstacles and normative crises in their lives. The systemic approach of family therapy and her cross-cultural work experience influences her view with a strong focus on the contexts where certain difficulties arise; striving to help individuals to successfully navigate these circumstances.

Leadership & Management Programmes

Turning Stress into Productivity

11 – 14 April 2022



Overview

Knowledge about work-life balance has become a critical success factor to manage stress in the new norm. New ways of working, online meetings and coping with relationships simultaneously requires skills and the right attitude.

It is common for people to experience a wide range of emotions and reactions such as restlessness, anxiety and lack of concentration at work at times. These challenges can be minimised by effectively planning and managing tasks with people in the workplace.

It is also important to manage our stress levels and keep things in perspective to be able to lead a healthy and successful life despite the challenges. This programme will provide participants with interesting tips and guidance on how to manage current challenges more effectively.

Objectives

By the end of this programme, participants will be able to:

- ◆ De-stress quickly; and
- ◆ Provide guidance to design individual action plans to manage stress.

Who Should Attend

- ◆ All levels of employees who targets to boost and reenergise their current work performance as well as lead others in their team towards a positive work culture.

Programme Outline

- ◆ Module 1: What are the Stress Factors at Work.
- ◆ Module 2: Creating Awareness About Stress.
- ◆ Module 3: How to Balance Time and Workload.
- ◆ Module 4: Managing Work More Effectively.
- ◆ Module 5: Positive Values to Minimize Stress at Work.
- ◆ Module 6: Managing the 4 Factors of Stress.
- ◆ Module 7: Strategies and Techniques to Cope with Stress.
- ◆ Module 8: Clear And Practical Tips to be Implemented.



Programme Leader

Ms. Ananthi Sankaran holds a Bachelor of Economics (Business Administration), University Malaya and Master of Arts (Civilization Studies), University Malaya. She is also a Human Resource Development Fund (HRDF) approved trainer- (53)PSMB/22/1/12Klt71.

Having more than 26 years of working experience in sales, telecommunication, education and training industry, she has gained a vast hands-on knowledge on the full spectrum of Behavioural Psychology at work. Warm, professional and easily approachable, she has won a prestigious “Best In-house Trainer” award from a top-notch Training and Consultancy firm in Malaysia.

Mainly based in Kuala Lumpur, she has trained participants from Holland, Maldives, Australia, Vietnam, Kenya, Madinah, Singapore, India, Indonesia, and Brunei. Her soft-skills programmes are conducted as Online Sessions, Public courses or in-house for Corporates, Multi-nationals and Government bodies.

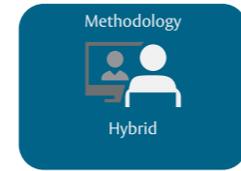
Her most popular training workshops are Time Management, Multi-tasking, Thinking Skills, Mind Management, Motivation, Communication, Leadership, Customer Service, Supervisory, Self-improvement, Interpersonal Skills and Managerial/Executive/Clerical Development as well as Administrative Skill Enhancement programs.

Her training designs and methodologies are easy to learn and interesting with the utilization of practical tools. Her key focus is changing peoples’ mindsets to become more productive and proactive at work. Many organisations have yielded positive results on mindset change amongst their employees after her training and coaching sessions.

Leadership & Management Programmes

Executive Secretary & Effective Administrative Skills

10 August 2022



Overview

The Executive Secretary & Effective Administrative Skills course is an exciting and interactive training course, designed to provide office administrators, supervisors of clerical and administrative staff, executive secretaries and personal assistants the opportunity to review and develop the needed interpersonal and professional skills to bring out their best qualities and do their jobs effectively. These will consecutively contribute to their own success and that of their management as well as organisation as a whole.

Objectives

By the end of this programme, participants will be able to:

- ◆ Develop open perspectives to view change as part of life and for organisational growth and well-being;
- ◆ Increase and develop the functional value of a modern multi-skilled administrative personnel in today's workplace;
- ◆ Identify key techniques to become more assertive at the workplace;
- ◆ Improve their interpersonal communication and human relation with bosses, peers and others; and
- ◆ Apply time management techniques necessary for optimum office productivity.

Who Should Attend

- ◆ Executive Secretaries;
- ◆ Administrators; and
- ◆ Assistants Administrators



Programme Outline

- ◆ Module 1: Increasing Your Functional Value As A Modern Multi-Skilled Administrative Personnel.
- ◆ Module 2: Handling Change.
- ◆ Module 3: Working Towards Better Workplace Interpersonal Communication.
- ◆ Module 4: Assertive Communication Skills For The Workplace.
- ◆ Module 5: Identify Your Personality Style.
- ◆ Module 6: Working Smarter: Staying Organised And Managing Workload.
- ◆ Module 7: Customer Perception Making A Good Impression.

Programme Leader

Sheena Chahil actively conducts training on areas of personnel development such as office management and administrative skills, effective business communication, boosting self confidence & self esteem, as well as positive work attitudes. As such, she keeps herself updated on the trends in office administration and essential insights into changes within the office administrative profession.

Her extensive exposure in the service industry has also enabled her to train others in areas on customer care, hospitality image and other customer services related workshops. She has acquired her training in Customer Service from the International Air Transport Association - IATA Singapore.

Among her satisfied clients are organisations such as Maybank, Public Investment Bank, BHP Billiton, TNS World-panel, Sunway Group, DaimlerChrysler, Maxis Mobile, Celcom, Kuwait Finance House, Telekom Malaysia, British American Tobacco, Intel Singapore, Asia Business Forum Singapore, DRB Hicom, CIMB Bank, Chevron Malaysia Ltd, Tractors Malaysia, Great Eastern Life Assurance, UMW Toyota, Securities Commission, Western Digital and Petronas Group of Companies.

She is also a popular speaker at seminars and symposiums both in Malaysia and the region and specialises in conducting presentations on topics related to image building, business etiquette and corporate communications. She has been featured on some of Malaysia's television programs, magazines and newspapers. Apart from that, she also contributes articles to some of the local magazines and newspapers on a regular basis.



**BILIF SIGNATURE
PROGRAMMES**

BILIF Signature Programmes

Fiqh Mua'amat Professional Programme (FMPP)

24 January – 7 December 2022

Overview

Fiqh Mua'amat Professional Programme (FMPP) is BILIF's signature programme, exclusively designed to produce Syariah Advisors for the Islamic finance industry. The programme covers critical areas of Islamic banking and finance to produce professional Syariah Advisors that are able to consult and lead the Islamic finance industry. FMPP graduates will be equipped with a comprehensive understanding of Syariah risk, audit, and review to perform their duties as Syariah Advisors.

The curriculum includes a sequence of classrooms with live virtual training sessions, training activities such as group and individual presentations, research assignments, and comprehensive assessment. At the end of this programme, the participants will have a well-rounded knowledge of Syariah and Islamic finance operations in the industry locally and globally providing them with a comprehensive view to deal with issues and Syariah matters presented to them.

This is in line with BILIF's plan to contribute to the development of potential Syariah financial advisory board members as part of succession planning efforts for Brunei Darussalam.

Who Should Attend

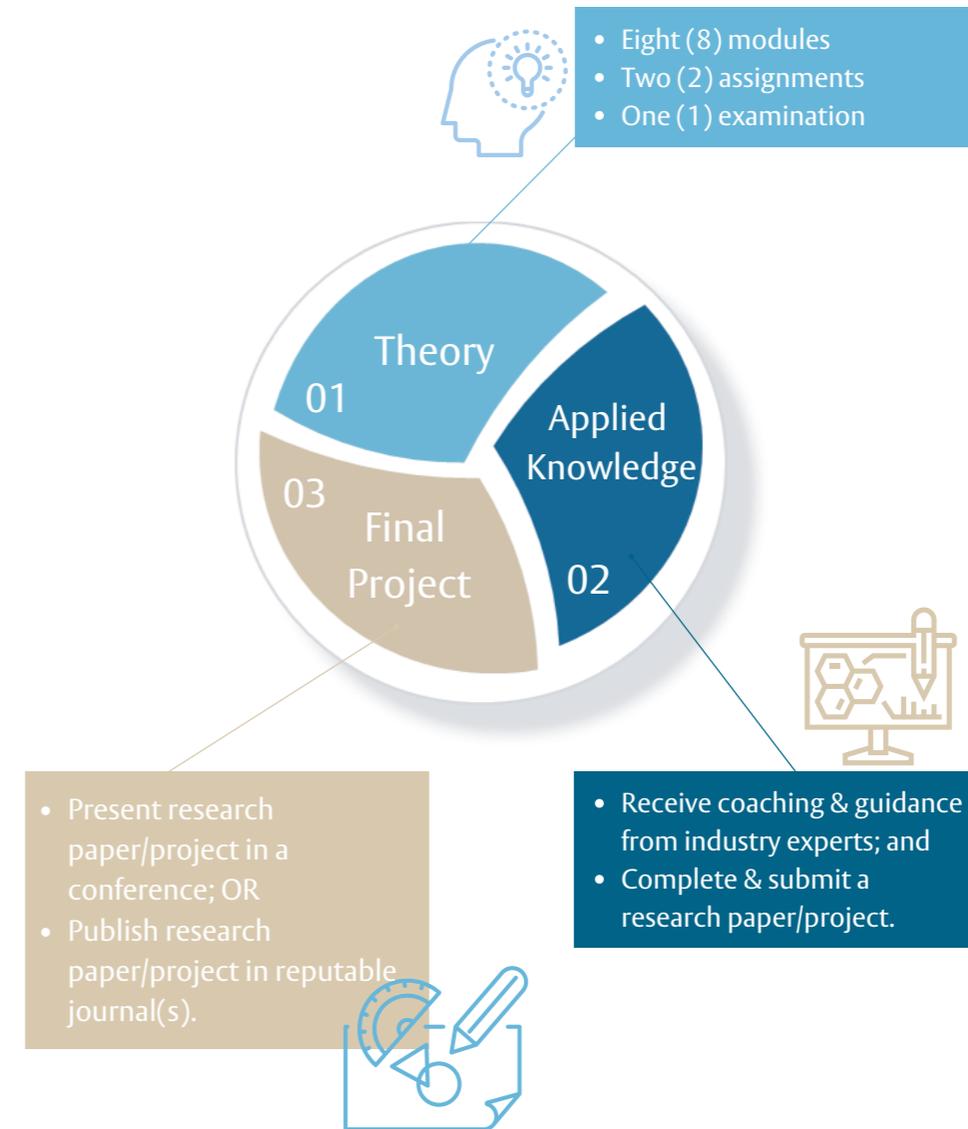
- ◆ New Syariah Advisors;
- ◆ Syariah Audit Personnels;
- ◆ Syariah Review Department Personnels;
- ◆ Syariah Advisory Board Members;
- ◆ Syariah Compliance Officers;
- ◆ Syariah Researchers;
- ◆ Syariah Graduates;
- ◆ Advocates & Solicitors; and
- ◆ Aspiring Syariah Advisors with a recognised degree in Syariah, Islamic finance or Mu'amalat.

Pre-requisite

Bachelor's degree in Syariah / Fiqh Muamalat / Islamic Finance / anything equivalent; or completed Leadership in Islamic Finance and Economics (LIFE) Common Core Modules.



Programme Structure



Programme Schedule

Theory

24 - 25 Jan 2022

Module 1: Effective Syariah Advisor in Islamic Finance.

26 - 27 Jan 2022

Module 2: Application of Syariah Contracts in Islamic Financial Products.

31 Jan - 02 Feb 2022

Module 3: Islamic Legal Maxims (Qawa'id Fiqhiyyah) for Islamic Finance.

03 - 04 Feb 2022

Module 4: Structuring of Islamic Finance Products and Services.

14 -15 Mar 2022

Module 5: Accounting and Financial Reporting of Islamic Financial Institutions for Syariah Advisors.

16 -17 Mar 2022

Module 6: Preparation and Presentation of Syariah Issues to Syariah Board.

21 -22 Mar 2022

Module 7: Essentials of Legal Framework and Documentation for Syariah Advisors.

23 -24 Mar 2022

Module 8: Syariah Control Functions in Islamic Financial Institutions.

Applied Knowledge

27 Jun - 1 Aug 2022

*Coaching Sessions (5 Weeks)
Project Presentation.*

Final Project

8 Sept - 7 Dec 2022

Final Project Paper Submission.

Applied Knowledge

27 Jun - 1 Aug 2022

In this 5-week 'Applied Knowledge', participants will be divided into groups and each group will be tasked to further refine one of the best papers amongst those that were submitted from 'Theory'. They will apply the knowledge obtained from 'Theory' practically and receive coaching and guidance from industry experts who will be giving them feedback, advice and recommendations for the completion of the paper/project.

By the end of week 5, the groups will submit their paper/project which will contribute to the final 20% of the total marks, followed by a presentation.

Final Project

8 Sept - 7 Dec 2022

As the final project, each group will be given the opportunity to:

- ◆ Participate in a "Submission for Paper" in which their research paper/project from 'Applied Knowledge' will be presented in a conference where it will be rated by specialists and experts in the industry, OR
- ◆ Publish their research paper/project in reputable journal(s).



Theory

Module 1: Effective Syariah Advisor in Islamic Finance

24 - 25 Jan 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Explain the roles of a Syariah Advisor in Islamic finance;
- ◆ Integrate some competencies necessary for the effective role of being a Syariah advisor in Islamic finance;
- ◆ Apply common expectations from the stakeholders in Islamic finance;
- ◆ Anticipate some of the challenges in these professions; and
- ◆ Develop other essential skills that apply to the profession.



Theory

Module 2: Application of Syariah Contracts in Islamic Financial Products

26 - 27 Jan 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Illustrate essential components and requirements of the underlying Syariah contracts in Islamic financial products;
- ◆ Apply the knowledge of Syariah contracts to understanding key features of Islamic financial products;
- ◆ Apply the knowledge of Syariah contracts to understanding key features of Islamic financial products; and
- ◆ Provide practical solutions to the arising Syariah issues in Islamic financial products.



Theory

Module 3: Islamic Legal Maxims (Qawa'id Fiqhiyyah) for Islamic Finance

31 Jan - 02 Feb 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Explain the conceptual understanding of Qawa'id Fiqhiyyah and their important roles in the formation of fiqh rulings;
- ◆ Correlate the Qawa'id Fiqhiyyah with practical examples of fiqh rulings; and
- ◆ Apply Qawa'id Fiqhiyyah in deducing fiqh rulings in respect of contemporary issues in Islamic banking and finance.



Theory

Module 4: Structuring of Islamic Financial Products and Services

03 – 04 Feb 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Comprehend relevant Syariah concepts and their relevance to banking operation;
- ◆ Choose the most relevant Syariah concepts to be adopted in each individual product to mirror a conventional product;
- ◆ Ensure that critical banking operations are in line with Syariah requirements;
- ◆ Adopt essential methodologies for product innovation; and
- ◆ Address operational issues and challenges in Islamic finance transactions.



Theory

Module 5: Accounting and Financial Reporting of Islamic Financial Institutions for Syariah Advisers

14 -15 Mar 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Understand the application of accounting standards on financial instruments to the accounting of Islamic financial transactions;
- ◆ Understand the difference between the accounting treatments and financial disclosures of IFIs that adopt the AAOIFI financial reporting regime and those that adopt the IASB regime;
- ◆ Assess the financial impact from application of different accounting standards in the financial reporting regimes of IFIs; and
- ◆ Demonstrate the ability to analyse financial information of IFIs using various financial tools.



Theory

Module 6: Preparation and Presentation of Syariah Issues to Syariah Board Syariah Advisers

16 - 17 Mar 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Practice good governance and efficient procedures for Syariah operations;
- ◆ Apply standard methodology in the Syariah decision-making process;
- ◆ Apply structured process in preparing and presenting Syariah analysis and resolutions;
- ◆ Identify Syariah considerations in the proposed structures and documentations; and
- ◆ Analyse Syariah issues and suggest possible solutions or corrective measures.



Theory

Module 7: Essentials of Legal Framework and Documentation for Syariah Advisors

21 - 22 Mar 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Understand the purpose, features and parameter of legal documents used for Islamic banking and finance products;
- ◆ Able to apply the Syariah principles within the legal documents of respective Islamic finance products;
- ◆ Analyse the existing legal framework and understand the requirements of the ideal legal framework and choice of law in specific markets and jurisdictions;
- ◆ Examine critically some of the lacunas (juristic loopholes/ weaknesses) in legal matters with respect to the application of Syariah in common law systems; and
- ◆ Able to provide Syariah solutions to some common legal documentation issues of particular financial products.



Theory

Module 8: Syariah Control Functions in Islamic Financial Institutions

23 - 24 Mar 2022

Objectives

The objectives of this module are to produce participants that are able to:

- ◆ Identify the importance of Syariah control functions in the Syariah governance of Islamic financial institutions;
- ◆ Explain Syariah review practice in Islamic financial institutions;
- ◆ Discuss Syariah risk management practice in Islamic financial institutions;
- ◆ Describe Syariah audit practice in Islamic financial institutions; and
- ◆ Evaluate the challenges in Syariah control functions in Islamic financial institutions.



Programme Leaders

Dr. Mohammad Mahbubi Ali is head of economics, finance, waqaf and zakat unit cum Associate Fellow at the International Institute of Advanced Islamic Studies (IAIS) Malaysia. He also serves as Chairman for the Syariah committee of Affin Islamic Bank. Previously, he was a researcher at the International Syariah Research Academy for Islamic Finance (ISRA). During his stint at ISRA, he had contributed to numerous ISRA's research publications, mainly involving in the drafting of BNM Syariah Standards. He also served as Syariah consultant for ZICO Syariah Advisory Bhd and Roosdino & Partners, Jakarta. He was a lecturer at the University of Kuala Lumpur and Unitar International University.



His paper entitled: "A Framework of Income Purification for Islamic Financial Institutions," co-authored with Dato' Dr. Asyraf Wajdi Dusuki and Lokmanul hakim Hussain, was conferred best paper presentation in Sharia Economics Conference, University of Hannover, Germany, 2013.

En. Mohd Bahroddin Badri is Syariah Consultant at ISRA Consulting Sdn Bhd (IC) and Researcher at the International Syariah Research Academy for Islamic Finance (ISRA). Prior to joining ISRA in 2012, he had served as a lecturer at International Islamic University (IIUM). Currently, he also serves as Chairman for the Syariah Advisory Committee of MBSB Bank Berhad, Malaysia's second-largest full-fledged Islamic bank. He holds a Master degree in Syariah (Economics) from the University of Malaya and a Bachelor of Islamic Revealed Knowledge and Heritage (Fiqh and Usul al-Fiqh) from IIUM. He is also a Fellow of Certified Syariah Adviser and Auditor (CSAA) of AAOIFI. His expertise in Islamic finance includes Syariah advisory, product structuring & innovation, module development, training, Syariah governance, Syariah audit, compliance review, Syariah screening [stocks, ETF, REITs] etc.



Ahmad Suhaimi Bin Yahya is currently the Regional Head, Syariah Advisory & Governance, CIMB Islamic Bank and brings with him over 27 year worth of experience in fiqh al-muamalat (Islamic commercial law) and Islamic finance. Prior to joining CIMB, he was the Chief Syariah Officer of Hong Leong Islamic Bank Berhad ("HLISB"), Chief Regional Syariah Officer of Kuwait Finance House (Malaysia) Berhad ("KFHMB"), Senior Vice President and Head of Syariah of RHB Islamic Bank Berhad ("RHBIB"). Before joining RHBIB, he was the in-house Syariah Advisor and the Director of Syariah Division of KFHMB. He was one of the pioneer staff of KFHMB, the first foreign Islamic bank licensed by Bank Negara Malaysia ("BNM").



Before joining KFHMB, he had served the Securities Commission Malaysia ("SC")'s Islamic Capital Market. He also holds a professional certification as a Certified Syariah Adviser and Auditor (CSAA) by Accounting and Auditing Organisation for Islamic Financial Institutions ("AAOIFI") in Bahrain and Certified Syariah Advisor (CSA) by ASAS.

Programme Leaders

Dr. Rusni Hassan is a Professor and Deputy Dean at the IIUM Institute of Islamic Banking and Finance (IIBF). She graduated with LLB (Honours) and LLB (Syariah) (First Class), Master of Comparative Laws (MCL) and Ph.D in Law. Her areas of specializations include Islamic Banking and Finance, Islamic Documentations, Islamic Capital Market, Takaful and Islamic Law of Transactions. She was in the Research Committee for Review of Islamic Banking Laws, Central Bank of Malaysia, and an examiner for the Financial Planner Association of Malaysia. She was also an examiner for the Chartered Institute of Management Accountants (CIMA), United Kingdom.



She was involved in the establishment of two main associations in Islamic Finance namely the Association of Syariah Advisors in Islamic Finance Malaysia (ASAS) and the International Council for Islamic Finance Educators (ICIFE) for which she was in the Pro-tem committee and was the Secretary for both associations.

Dr. Zulkarnain Muhammad Sori started his academic career in 1999 after serving the industry for almost 5 years (i.e. in local and international organisations). He earned his PhD degree in Corporate Governance and Auditing from Cardiff Business School, Cardiff University, United Kingdom in 2005. His research and academic duties focus on accounting and finance disciplines with concentration on the following areas: Corporate Governance, Auditing, accounting profession. He is also involved in charting the way forward for the profession, regulating accounting practices and providing support services to the members of the Malaysian Institute of Accountants.



Assoc. Prof. Dr. Azman bin Mohd Noor is a senior lecturer at Institute of Islamic Banking and Finance, International Islamic University Malaysia. He was previously the Head of Department, Department of Fiqh and Usul al-Fiqh, Kulliyah of Islamic Revealed Knowledge and Human Sciences, International Islamic University Malaysia. He has been lecturing in Islamic Jurisprudence and Islamic Finance at the same department since 2005.



Programme Leaders

Dr Aznan Hasan is an Associate Professor in Syariah at Institute of Islamic Banking and Finance (IIBF), IUM. He is currently the President, Association of Syariah Advisors in Islamic Finance (ASAS) and the Deputy Chairman, Syariah Advisory Council, Securities Commission as well as the Deputy Chairman, Syariah Advisory Committee, Employee Provident Fund (EPF). He is also a member, Syariah Advisory Council, AAOIFI, Bahrain and Higher Syariah Authority, Central Bank of UAE. He also serves as a member of Board of Directors, Maybank Islamic Berhad.



Currently, he is the Chairman, Syariah Committee, Maybank Islamic Berhad, Bank Pembangunan Malaysia Berhad, Etiqa General Takaful and Etiqa Family Takaful. He also serves as the Chairman, Syariah Advisory Board, FNB Bank (South Africa), a member, Syariah Advisory Council, HSBC Amanah (Dubai), Standard Chartered (Global-DIFC-Dubai), Syariah Advisory Board, ABSA Islamic Bank (South Africa), Yasaar Limited (London), Khalij Islamic (UK) Limited (London) and Amanah Raya Asset Management, as well as other financial institutions and corporate bodies located locally and internationally.

Dr Syahmi Karim has vast experience in various capacities in banking services locally and internationally for the past 20 years. He is currently attached to ISRA International Consulting as the Deputy Chief Executive Officer and Senior Consultant. Prior to joining ISRA Consulting, he was the Global Lead Islamic Finance Specialist, Islamic Development Bank (IsDB) Group, with the main task to provide advisory service and technical assistance to IDB member countries and non-member countries in establishing Islamic finance enabling environment. He is also an external expert for Islamic finance field to the International Monetary Fund based in Washington, DC.



He graduated with a Bachelor's Degree in accounting from International Islamic University, Malaysia and received his Master of Science Degree in Finance (Islamic Finance) and awarded with a best student award. Subsequently he obtained his Ph.D in Islamic banking and finance from Durham University, United Kingdom. He is a Chartered Accountant of the Malaysian Institute of Accountants, an associate member of CIMA (UK), CPA Australia and Association of Syariah Advisors in Islamic Finance (ASAS).



BILIF Signature Programmes

Leadership in Islamic Finance and Economics (LIFE)

Cohort 1: 21 February 2022 - 21 April 2023

Cohort 2: 7 March 2022 - 13 May 2023



Overview

LIFE is a professional learning pathway that covers all sectors in Islamic finance namely Islamic Banking, Takaful and Islamic Capital Market. The programme is designed to provide a learning experience tailored to the competency levels of the participants.

LIFE encompasses 3 learning structures namely Common Core, Sector core and Specialised Knowledge and 3 level of competency (level 1, level 2 and level 3).

Learning Progression

The LIFE learning progression is divided into 3 structures:

Common Core:

This core covers 9 knowledge areas that are common within all sectors in the industry - Islamic Banking, Islamic Capital Markets and Takaful. These modules are compulsory.

Sector Core:

Sector core covers the main focus of Islamic Finance which are Islamic Banking, Islamic Capital Market and Takaful.

Specialised knowledge:

Participants will select a preferred specialisation which includes Islamic Banking, Islamic Capital Market, Family Takaful or General Takaful. Participants will take modules and examination necessary to become a specialist in their selected sector.

Entry Requirements

Common Core

- ◆ 2 GCE O-Levels

Sector Core

- ◆ Passed all common core modules

Specialised Knowledge:

- ◆ Passed all modules in the chosen sector.

PROGRAMME STRUCTURE

COMMON CORE

01 FINANCIAL SYSTEM, LEGAL AND REGULATORY FRAMEWORK	04 ETHICS AND PROFESSIONAL CONDUCT	07 GOVERNANCE FOR ISLAMIC FINANCIAL INSTITUTIONS
02 ISLAMIC ECONOMICS	05 FINANCIAL STATEMENTS AND ANALYSIS	08 STRATEGIC AND LEADERSHIP
03 SYARIAH AND MUA'AMALAH	06 DATA ANALYTICS	09 RISK AND REGULATORY COMPLIANCE

SECTOR CORE

Islamic Banking Banking and Islamic Banking Industry (Operations and Development) Banking And Islamic Banking Industry (Legal, Regulatory and Best Practices)	Islamic Capital Market Regulatory and Ecosystem Products	Takaful Takaful Concept and Regulatory Framework Products and Takaful Operations
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SPECIALISED KNOWLEDGE

Islamic Banking To choose 2 modules only	Islamic Capital Market To choose 2 modules only	Takaful Option 1: Family Takaful
Banking business practices 1 (retail and corporate banking)	Sukuk	Actuarial and investment marketing
Banking business practices (Trade finance)	Equities and private equity	Retakaful/ Reinsurance
Banking business practices 2 (treasury)	Investment management	Risk management
Banking control and compliance (Risk, audit and compliance)	Structured products and derivatives	Governance and financial reporting
		Underwriting and claim management
		Option 2: General Takaful
		Actuarial and investment
		Marketing
		Retakaful/Reinsurance
		Risk management
		Governance and financial reporting
		Products and underwriting
		Claim Management

COMMON CORE MODULES : CC01 FINANCIAL SYSTEM LEGAL AND REGULATORY FRAMEWORK

Objectives

Level 1

- ◆ Participants will be able to discuss the regulatory framework of Islamic banking and finance.
- ◆ Specify the applicable legislations for Islamic banking and finance.
- ◆ Evaluate the legal and regulatory issues on Islamic banking and finance and to discuss potential solutions.



Level 2

- ◆ Participants will be able to discuss further the regulatory framework of Islamic banking and finance.
- ◆ Specify the applicable legislations for Islamic banking and finance, relevant to Brunei Darussalam.
- ◆ Evaluate the legal and regulatory issues on Islamic banking and finance and to discuss potential solutions with relevance to Brunei Darussalam.



Level 3

- ◆ Understand the importance of legal and judicial system in Brunei Darussalam.
- ◆ Apply the knowledge from the basic and intermediate levels to legal disputes.
- ◆ Apply the overall knowledge on the course to a relevant issue as per decided cases.

COMMON CORE MODULES : CC02 ISLAMIC ECONOMICS

Objectives

Level 1

- ◆ Differentiate between the Islamic world view and secular world view and how the influence economic ideologies and systems.
- ◆ Elaborate on the different sources of Islamic laws and categories of Maqasid al- Syariah and their relation to economics.
- ◆ Explain the importance of Islamic teachings, ethics and values in understanding Islamic economics.
- ◆ Differentiate between Islamic economics and conventional economics based on selected criteria of comparison.



Level 2

- ◆ Present the Islamic economy and its interconnected institutions and sectors.
- ◆ Explain key Islamic economic institutions and their keyroles in the Islamic economy.
- ◆ Discuss the distinct features of the regulatory framework of the Islamic economy.



Level 3

- ◆ Explain the roles of the states in the management of the Islamic economy.
- ◆ Discuss issues in the implementation of fiscal, monetary and developmen policies from the Islamic perspectives.
- ◆ Analyse the economic impacts of government policies.

COMMON CORE MODULES : CC03 SYARIAH AND MUA'MALAH

Objectives

Level 1

- ◆ Describe the meaning of Syariah and the related concepts such as fiqh and usul fiqh.
- ◆ Define the relationship between Syariah and its components, its sources as well as the objectives of Syariah.
- ◆ Appraise the application and rulings of Syariah, especially in Fiqh Muamalah or Islamic law of transactions.



Level 2

- ◆ Describe the principles underlying Islamic transactions and dealings that must be observed in Islamic banking and finance.
- ◆ Elaborate on the application of Islamic legal maxims in the context of commercial dealings conducted or operated by Islamic banking and finance institutions.
- ◆ Explain the theory of Islamic contracts, requirements of a contract and the types of Islamic contracts.



Level 3

- ◆ Describe Syariah contracts and principles underlying Islamic finance products and services.
- ◆ Explain the application of Syariah contracts in Islamic finance products and services.
- ◆ Discuss Syariah issues on Islamic finance products and instruments.

COMMON CORE MODULES : CC04 ETHICS AND PROFESSIONAL CONDUCT

Objectives

Level 1

- ◆ Define the meaning of ethics and professionalism.
- ◆ Identify the different terminologies relating to ethics and professionalism.
- ◆ Explain the importance of ethics and professionalism in the financial services industry.
- ◆ Describe example of unethical conducts in financial services.



Level 2

- ◆ Identify the principles of Islamic ethics for financial services.
- ◆ Explain relevant principles in the codes of ethics for Islamic finance practitioners.
- ◆ Describe the application of code of ethics in Islamic financial services industry.
- ◆ Illustrate the factors for developing and sustaining an ethical culture within an Islamic financial institution.



Level 3

- ◆ Explain the roles of leaders in building an ethical culture.
- ◆ Describe actions to be taken in facing ethical dilemmas.
- ◆ Identify the role of ethics in the principle of stakeholders relations.
- ◆ Illustrate the application of whistle blower and data protection.

COMMON CORE MODULES : CC05 FINANCIAL STATEMENTS AND ANALYSIS

Objectives

Level 1

- ◆ Understand the importance of basic accounting concepts.
- ◆ Understand processes and activities performed by the accounting department.
- ◆ Understand the types of Financial Statements and their usage.
- ◆ Understand the application of Ratio Analysis.



Level 2

- ◆ Understand the different types of selected assets and liabilities based on their importance.
- ◆ Understand the basic accounting treatment of different types of assets and liabilities based on the IFRS.



Level 3

- ◆ Understand types and the accounting implications of business combinations
- ◆ Explain the basic principles of zakat and taxation.

COMMON CORE MODULES : CC06 DATA ANALYTICS

Objectives

Level 1

- ◆ Describe data and data generation process and their basic statistics.
- ◆ Undertake hypothesis testing to infer characteristics of populations under study and relations between two or more variables.
- ◆ Implement steps in data analysis from statements of hypotheses to inferences and implications using regression models.
- ◆ Interpret descriptive and inferential statistics generated from the applications of data modelling techniques.



Level 2

- ◆ Assess cases and make assumptions for hypothesis testing.
- ◆ Conduct hypothesis testing for mean, proportion, variance, correlation.
- ◆ Perform the analysis of variance (ANOVA).
- ◆ Make the right inferences from the results of the hypothesis testing.



Level 3

- ◆ Explain steps in the regression analysis from the statements of hypotheses to inferences and implications.
- ◆ Apply the simple regression models to the actual data.
- ◆ Evaluate the model and conduct relevant hypothesis testing.
- ◆ Interpret the regression results and provide implications of the results.

COMMON CORE MODULES : CC07 GOVERNANCE IN ISLAMIC FINANCIAL INSTITUTIONS

Objectives

Level 1

- ◆ Describe the importance of governance and its fundamentals.
- ◆ Describe the various organs of governance in Islamic financial institutions.
- ◆ Discuss the governance issues in Islamic financial institutions.
- ◆ Identify the generic structure and framework of Syariah governance.

Level 2

- ◆ Explain Syariah governance framework for Islamic financial institutions.
- ◆ Differentiate and understand Syariah governance practices in different jurisdictions.
- ◆ Discuss the Syariah functions in Islamic financial institutions.
- ◆ Explain the financial and non-financial reporting in Islamic financial institutions.

Level 3

- ◆ Explain the management of Syariah non-compliance.
- ◆ Explain the importance of enterprise risk management.
- ◆ Discuss and understand the components of internal control.
- ◆ Describe and appreciate leadership from the Islamic perspective.
- ◆ Discuss and apply value-based intermediation in practice.

COMMON CORE MODULES : CC08 RISK AND REGULATORY COMPLIANCE

Objectives

Level 1

- ◆ Identify the concept of risk and risk management from the Islamic perspective.
- ◆ Explain the philosophy of risk management from the Islamic perspective.

Level 2

- ◆ Understand the role of laws, regulations and the importance of banks to comply with various applicable laws and regulations.
- ◆ Identify the laws and regulations of home and host countries.
- ◆ Understand the importance of compliance risk.
- ◆ Identify the various types of compliance nature.
- ◆ Discuss the structure and salient features of a compliance framework.
- ◆ Understand the role of the compliance department/ officer in managing compliance risks.
- ◆ Relate products to their associated risks.
- ◆ Analyse the best practices in managing compliance risks.

Level 3

- ◆ Understand various international standards related to sound risk management practices.
- ◆ Identify the key critical areas, components and methodologies in designing risk and compliance framework and policies.
- ◆ Discuss the critical success factors to ensure effective implementation of risk and compliance framework and policies.

COMMON CORE MODULES : CC09 STRATEGY AND LEADERSHIP

Objectives

Level 2

- ◆ Explain the importance of leadership in an organisation.
- ◆ Develop the right team for your organisation.



Level 3

- ◆ Explain the importance of culture in an organisation.
- ◆ Understand how culture is developed within an organisation.



BILIF Signature Programmes

Senior Executive Advanced Leadership (SEAL)

August - December



Overview

In this ever-changing world, leaders are entrusted with the responsibility to maximise success and must be well equipped with the requisite skills to anticipate impending challenges and lead change.

SEAL Programme is designed for participants at the senior management level to enhance their strategic thinking abilities and become visionary leaders.

The programme takes a highly personalised approach with participants by examining their current leadership style, helping them look beyond immediate issues to innovate and capture opportunities on time, widening their view to resolve long term challenges, equipping them with the Islamic leadership perspective and injecting strategic planning development.

Objectives

By the end of this programme, participants will be able to:

- ◆ Strengthen their capacity in leading change to face complex and uncertain challenges as well as how to administer these changes to their organisations and citizens.
- ◆ Understand of key emerging digital technologies, their potential applications in business and government and the attendant policy implications.
- ◆ Provide participants with deeper insights into the ideas of visionary leadership and strategic thinking as understood in Islamic thought and practices in Islamic civilisation.
- ◆ Discuss the key components of strategic thinking and how strategic thinking could be developed and advanced.
- ◆ Acquire the practical tools and techniques of strategic thinking and system thinking to develop key components of a strategic plan and learn how to align the top-level vision and strategies to all levels of the organisation.

*The methodology shown above is subjected to changes according to the Ministry of Health (MoH) COVID guidelines. We will inform all registered participants if there are any changes as soon as possible.

- ◆ Provide senior executives with deeper insights into visionary leadership and strategic thinking as understood in Islamic thought and practised in Islamic civilisation and how religion can help visionary leadership to flourish in society.
- ◆ Ensure leaders are able to describe the purpose and benefits of coaching.
- ◆ Understand the types and styles of coaching, being able to list the key differences of coaching, mentoring and other interventions.
- ◆ Learn coaching tools to enhance the effectiveness of coaching and conduct effective coaching sessions using the GROW Model to enhance performance.

Who Should Attend

- ◆ Senior Managers;
- ◆ Heads of Department; and
- ◆ Heads of Unit.

Programme Outline

- ◆ Module 1: Renewed Leadership in a COVID-19 World.
- ◆ Module 2: Talent Development and Management.
- ◆ Module 3: Digital Disruption and Policy Innovations.
- ◆ Module 4: Managing Complexity.
- ◆ Module 5: Stakeholders, Negotiation and Consensus Building.
- ◆ Module 6: Innovations and Management in Organisations.
- ◆ Module 7: Opportunities and Challenges in Innovation and Technology.
- ◆ Module 8: Islamic Leadership.
- ◆ Module 9: Strategic Planning Development.
- ◆ Module 10: Leaders as Coaches.
- ◆ Module 11: Purpose Leadership - Leading Others.
- ◆ Module 12: Dialogue on Future -Ready Leadership.

BILIF Signature Programmes

Young Executive Leadership Programme (YELP)

June - August



Overview

Today, emerging leaders are expected to take over challenging responsibilities which require important fundamentals skills as well as an understanding of their capabilities and true selves to succeed.

The *Young Executive Leadership Programme (YELP)* is a hybrid style leadership programme led by local and international experts who curate specific areas of leadership to help young leaders attain a comprehensive perspective and enhance their management and leadership capabilities.

YELP emphasises the blocks of Self-Leadership, People Leadership, and Business Leadership. The programme will also teach young leaders the key components of a Strategic Plan and how to evaluate its success through the monitoring of KPIs and action plans. The programme will then guide young leaders to dive into the Islamic Theory and Practice of Leadership which will cover Islamic concepts of human values that define moral and intellectual integrity, the programme then identifies the major traits of self-leadership and leading others that can be applied towards business.

Objectives

By the end of this programme, participants will be able to:

- ◆ Excel across 3 blocks - Selfleadership, People Leadership and Business Leadership with an element of coaching underlying all three modules.
- ◆ Be equipped with comprehensive perspective to enhance their management and leadership capabilities.
- ◆ Be familiarised with the key components of a Strategic Plan, its monitoring and success evaluation.
- ◆ Discuss and understand the 3 leadership blocks from the Islamic perspective.

Who Should Attend

Managers with at least 5 years experience in managerial position.

*The methodology shown above is subjected to changes according to the Ministry of Health (MoH) COVID guidelines. We will inform all registered participants if there are any changes as soon as possible.



4 Types of Leadership | Self Leadership | Personal Leadership | Business Leadership | Islamic Leadership



Strategic Planning Implementation & Monitoring

Self Leadership

Sets the foundation for understanding oneself through a scientific psychometric profiling tool which helps to discern the strengths and challenges in each individual. Based on this knowledge participants focus on self-mastery and personal effectiveness.

This module with added elements of coaching and mentoring will help the participants to develop their desire to bring out the best in each individual, fuel the desire to take confidence and extend the capacity to take ownership of one's growth and learning based on the knowledge of self.



People Leadership

This module focuses on developing the participants' social skills of influence and negotiation such that they are able to lead others with competence and care. As the individuals rise to become a team lead, they learn the ropes of striking a good balance between people oriented and task-oriented activities.



Business Leadership

This final module focuses on honing the participants' capabilities and skills to influence and create value for the organisation through stakeholder management. Participants will be taught about purpose and how a purpose driven culture can help the business and create a positive change to society. Participants pick up the element of creativity to apply fresh perspectives to tasks that are critical to achieving positive outcomes for the business and society.



Strategic Planning Implementation & Monitoring

To introduce key components of a Strategic Plan and enhancing their skills in evaluating the success of a Strategic Plan through the monitoring of key performance indicators and action plans.



Islamic Leadership

To introduce Islamic approach of self-leadership, people-leadership, and business-leadership. To provide a fundamental understanding of the Islamic spiritual, moral, and ethical foundation of business leadership; and to discuss the major traits of leadership, particularly business-leadership, as viewed from the Islamic perspective.



BILIF Signature Programmes **High Impact Executive Leadership (HIEL)** **June - December 2022**



The High Impact Executive Leadership (HIEL) Programme is a leadership programme tailored exclusively for C-Suites, and led by international leadership gurus. HIEL focuses on exploring personal leadership patterns and leveraging own strengths with emphasis on personalised coaching, impactful communication and leadership legacy as the compass for leading with great influence.

*For more information,
please contact our hotline at +673 827 1140 or our landline +673 246 1221 / 1223.
Alternatively, follow our updates on Instagram @BILIF.BN or
visit our website at WWW.BILIF.COM.BN.*





**TECHNICAL
PROGRAMMES**

Technical

Essentials Skills for Microsoft Excel

17 -20 January 2022



Overview

There are a number of spreadsheet programs on the market, but Microsoft Excel is, by far, the most widely used. The best part about MS Excel is the versatility in its application across many different business tasks, including statistics, finance, data management, forecasting, analysis, inventory, billing, and business intelligence.

This Essential Skills for MS Excel Programme is designed for participants who have zero or very little knowledge of MS Excel 2016.

Objectives

By the end of the programme, participants will be able to:

- ◆ Know the difference between Excel Workbooks and Worksheets;
- ◆ Navigate basic functions of Excel such as managing workbooks and worksheets, the saving work in different formats and printing;
- ◆ Understand the concept of function parameters, such as Autosum, Text and Mathematical functions; and
- ◆ Apply good practices when entering data.

Who Should Attend

- ◆ Those who have little to no familiarity with Microsoft Excel; and More experienced
- ◆ Excel users who want to learn the topics covered in the new interface.



Programme Outline

- ◆ Module 1: Concept of spreadsheets and their uses.
- ◆ Module 2: Microsoft Excel default interface.
- ◆ Module 3: Create, open, save and close Workbooks and explore different worksheet operations.
- ◆ Module 4: Cells and Cell References.
- ◆ Module 5: Identifying the currently active cell and jumping directly to a cell.
- ◆ Module 6: Managing Data.
- ◆ Module 7: Create basic formulas using mathematical operators (+, -, *, /).
- ◆ Module 8: Excel functions.
- ◆ Module 9: The Fill Handle and Custom Lists.
- ◆ Module 10: Illustrations.

Programme Leader

Joshua Lim Sheng Ming has earned the ICDL Advanced Certificate AM4 Spreadsheets and has also conducted the following MS Excel training sessions:

- ◆ Mar 2018 – Present: Syllabus creator and trainer for 14 training sessions (a mix of Intermediate and Advanced) under Brunei Institute of Leadership and Islamic Finance (BILIF);
- ◆ Mar 2019: Syllabus creator and trainer for a specially-requested MS Excel training on Macros and Visual Basic for Applications (VBA) by United Overseas Bank (UOB);
- ◆ May & Aug 2013: Trainer for ICDL Digital Literacy (including Spreadsheets) under BigBreak Solutions; and
- ◆ Jul 2007 – Dec 2007: Syllabus creator and trainer for 8 sessions of MS Excel 2003 under Cosmopolitan College of Commerce and Technology.

Joshua Lim Sheng Ming training experience extends beyond Microsoft Excel; he has conducted trainings for other IT applications including:

- ◆ MS Powerpoint;
- ◆ Adobe Photoshop;
- ◆ Macromedia Dreamweaver; and
- ◆ WordPress.

Technical

Debts Collection For Collectors

8 - 9 February 2022



Overview

Collectors and collection team leaders have a high-pressure position that many cannot do. They need to handle stress not only from customers but also from their team and management. The position becomes more challenging during slowing economic times when customers become increasingly resistant to part with their money. Although they are usually keen to buy things, it is common that they would dislike paying.

Collectors need to hone their knowledge and skills to successfully collect from these difficult customers, especially during challenging times. Learning how to handle the toughest customers will give them more confidence to collect from any customer and to coach their team for the same task.

Objectives

By the end of the programme, participants will be able to:

- ◆ State the primary role of a collector;
- ◆ Learn new techniques to get customers to do something they would dread to do: Pay!;
- ◆ Practice the six steps of a collection call in English & Malay;
- ◆ Practice the steps to tackle broken promises;
- ◆ Use time-saving scripts;
- ◆ Handle common payment issues quickly and positively;
- ◆ Contact customers with more assertiveness, confidence and professionalism; and
- ◆ Diffuse upset customers using the A.U.S.E. method.

Organisations will also benefit from:

- ◆ Reduction in bad debt and delinquency as effective procedures begin to take effect;
- ◆ Improvements in employee (and supervisor) retention and job satisfaction;
- ◆ Decreased customer complaints; and
- ◆ Increased efficiency (in dollars collected and number of activities) and effectiveness (reduced broken promises).

Who Should Attend

- ◆ Collectors and collection leaders in the industry, banking, or government sectors; and
- ◆ People who collect money as one of their tasks in their respective organisations.

Programme Outline

- ◆ Module 1: Creativity & Attitude in Collections.
- ◆ Module 2: Handling Debtors.
- ◆ Module 3: Asking for the Money.
- ◆ Module 4: Speed Tips.
- ◆ Module 5: Handling Tough Customers (aka 'Refuse to Pays').

Programme Leader

Steve Coyle, CCE, CFCO is the founder of ServiceWinners International Sdn. Bhd. (SWI), Malaysia; a company focusing on credit/collections, customer service and leadership training. He worked at Maxis Mobile in both Customer Service-Collections and Human Resources. He is a Maxis Pioneer, leading a department of 80 people. Prior to Malaysia, he worked with Verizon Wireless and in banking with C.I.T. Equipment Financing, Inc in the USA. His experience is comprised of handling consumer and commercial accounts; both in call centres and banking environments. His experience in the West and in Malaysia allows him to share international best practices.

Steve Coyle has an M.B.A. from Gonzaga University (US) and a Masters in Education-Instructional Technology from Universiti Malaya. He is a Certified Credit Executive (USA) and a Certified Financial Collections Professional (Canada).

He is the author of "Debt Collections: Stir-Fried or Deep-Fried?" and "Good Boss, better Boss: Practical Leadership Models for Post-COVID Success; both of which are available on Amazon. He frequently speaks at collections and accounting conferences. He has also conducted trainings and worked on Bruneian consultancy projects for many years.



Technical

Intermediate Microsoft Excel

9- 10 February & 29 - 30 March



Overview

In the Intermediate Microsoft Excel programme, participants will build upon their understanding of Microsoft Excel 2016. They will learn how to adjust the way cells are displayed in Excel for maximum efficiency and sort & filter lists of data based on desired criteria.

During the programme, participants will also learn important Excel functions which allows a higher-level view such as - goal seeking from an existing dataset and the use of Charts and Pivot Tables to display and extract further information. Participants will also have the opportunity to learn and polish new skills in Lookup, Logical, Financial and Database functions.

Objectives

By the end of this programme, participants will be able to use Microsoft Excel's in-built features for more efficient data collection, better data management and basic data analysis.

Who Should Attend

- ◆ Individual who wish to enhance to improve their MS Excel skills set;
- ◆ Learning new functions;
- ◆ Exploring features that are available in MS Excel that can help in their daily worktasks; and
- ◆ Enhancing their portfolio to include an intermediate level proficiency of Excel skills.

Pre - requisite

Participants are expected to be knowledgeable of the following aspects of Microsoft Excel:

- ◆ Familiar with the Microsoft Excel default interface
- ◆ Understand the concept of Excel Workbooks and Worksheets;
- ◆ Managing Workbooks: creating, opening, saving, closing;
- ◆ Managing Worksheets: adding, deleting, renaming, copying, moving, grouping, ungrouping, colouring tabs;
- ◆ Understand the concept of Cells and Cell References;
- ◆ The Name Box: identifying the currently active cell, jumping directly to a cell; and
- ◆ Entering data into cells;

Programme Outline

- ◆ Module 1: Freezing Panes and View Options.
- ◆ Module 2: Sorting Data.
- ◆ Module 3: Filtering Data.
- ◆ Module 4: Subtotals.
- ◆ Module 5: Relative and Absolute Cell References.
- ◆ Module 6: Lookup Functions.
- ◆ Module 7: Logical Functions.
- ◆ Module 8: Tables.
- ◆ Module 9: Charts.
- ◆ Module 10: Introduction to Pivot Tables.
- ◆ Module 11: Macros.
- ◆ Module 12: Protecting Data.
- ◆ Module 13: Copying Excel data to Microsoft Word.

Programme Leader

Joshua Lim Sheng Ming has earned the ICDL Advanced Certificate AM4 Spreadsheets and has also conducted the following MS Excel training sessions

- ◆ Mar 2018 – Present: Syllabus creator and trainer for 14 training sessions (a mix of Intermediate and Advanced) under Brunei Institute of Leadership and Islamic Finance (BILIF);
- ◆ Mar 2019: Syllabus creator and trainer for a specially-requested MS Excel training on Macros and Visual Basic for Applications (VBA) by United Overseas Bank (UOB);
- ◆ May & Aug 2013: Trainer for ICDL Digital Literacy (including Spreadsheets) under BigBreak Solutions; and
- ◆ Jul 2007 – Dec 2007: Syllabus creator and trainer for 8 sessions of MS Excel 2003 under Cosmopolitan College of Commerce and Technology.

Joshua Lim Sheng Ming training experience extends beyond Microsoft Excel; he has conducted trainings for other IT applications including:

- ◆ MS Powerpoint;
- ◆ Adobe Photoshop;
- ◆ Macromedia Dreamweaver; and
- ◆ WordPress.

Technical

IFRS 9 - Financial Instruments

15 - 16 February 2022



Overview

IFRS 9 is the new accounting standard for financial instruments that will have an impact on International banks and financial institutions worldwide. Numerous changes are in place, designed to improve the standards of annual reports and its transparency as well as simplify how auditors implement the rules and introduce safeguards to ensure that a severe credit crisis cannot emerge again. IFRS 9 sets out the requirements for recognizing and measuring financial assets, financial liabilities and come contracts to buy or sell non-financial assets.

Objective

This course specifically focuses on the new rules and reporting standards contained in IFRS 9 which is designed for professionals who have had the experience of operating under IAS 39.

Who Should Attend

- ◆ Risk managers;
- ◆ Auditors;
- ◆ Budget and forecast officers;
- ◆ Accountants and financial controllers;
- ◆ Analysts;
- ◆ CFO and finance directors;
- ◆ Investment bankers;
- ◆ Corporate bankers;
- ◆ Tax directors;
- ◆ Corporate finance function;
- ◆ Fund managers and investors;
- ◆ Derivative sales executives; and
- ◆ Tax managers/directors.



Programme Outline

- ◆ Module 1: Objectives of IFRS 9.
- ◆ Module 2: Challenges on IFRS 9 implementation.
- ◆ Module 3: Classification and Measurement of Financial Assets.
- ◆ Module 4: Measurement of Financial Instruments
- ◆ Module 5: Fair Value Measurement of Financial Instruments.
- ◆ Module 6: Fair Value Measurement at Initial Recognition.
- ◆ Module 7: De-recognition Of Financial Assets.
- ◆ Module 8: De-recognition Of A Financial Liability.
- ◆ Module 9: Transition to IFRS 9.



Technical

Data Privacy Principles and Practices

15 – 17 March 2022



Overview

This programme will help participants to develop the necessary knowledge, skills, and competence to effectively implement and manage a compliance framework on the protection of personal data. It will also cover the requirements to fulfill the role of Data Protection Officer (DPO) under the Data Privacy Practice as well as relevant regulations, including implementation requirements, necessary policies and processes, and important elements of effective data security management.

Objective

By the end of this programme, participants will be able to:

- ◆ Understand all aspects of Data Privacy Principles and Practices in detail;
- ◆ Learn all essential Data Protection Officer (DPO) skills including data protection impact assessments and privacy impact assessments;
- ◆ Acquire the necessary expertise to support an organisation in assessing the implementation of these new requirements; and
- ◆ Learn the relevant processes to manage a team implementing the General Data Protection Regulation (GDPR).

Who Should Attend

Officers or Senior officers who wish to have a quick and solid foundation in the area of data protection and privacy laws. These include professionals from Data Privacy, IT, Risk Management and Compliance departments.

Programme Outline

- ◆ Module 1: Introduction to Data Privacy Principles and Practices.
- ◆ Module 2: Understand the Principles and Practices.
- ◆ Module 3: Data Protection Officer.
- ◆ Module 4: Understanding the General Data Protection Regulation (GDPR).
- ◆ Module 5: Implementation and Monitoring of Data Regulations.

Programme Leader

Nishanth Kumar Pathi is a passion driven professional with a total experience of 10 years in providing advisory, consulting and training in Blockchain, Cyber Security and Information Security domains for various sectors. These include companies in the Telecommunications, Banking & Finance, Transportation, Industrial Manufacturing and Information Technology sectors, enabling them to implement and maintain 360 degree security posture for personal and business information.

Nishan had delivered various digital trends and digital transformation awareness training sessions. Nishan's professional training expertise include the following:

- ◆ PECB Certified Trainer;
- ◆ Certified iBusiness Instructor;
- ◆ Certified Blockchain Professional;
- ◆ Microsoft Blockchain as a Service;
- ◆ IBM Blockchain Essentials;
- ◆ IBM Blockchain Foundation Developer;
- ◆ IBM Docker Essentials;
- ◆ ISO/IEC 27001:2013 Lead Auditor;
- ◆ ISO/IEC 20000-1:2011 Lead Auditor;
- ◆ ISO 22301:2012 Lead Auditor;
- ◆ ITIL v3 IT Service Management – Foundation;
- ◆ Juniper Networks Certified Security Specialist; and
- ◆ Juniper Networks Certified Security Professional.



Technical

Advanced Microsoft Excel

28 – 29 March 2022



Overview

This course introduces Microsoft Excel users to the advanced features of the software application, in addition to the usual features such as creating and editing charts; modifying chart options; working with multiple worksheets and workbooks and use financial and logical functions. Participants will learn how to sort and manage data in lists; filter and query data; lookup and database functions, and PivotTables. In-class exercises will involve the use of data tables and scenarios to make projections about data and use Goal Seek and Solver to analyze data. Participants will also learn how to audit worksheets, protect worksheets and workbooks, create and use macros, and import and export information and documents.

Objectives

By the end of the Advanced Microsoft Excel training course, participants will be able to use Microsoft Excel's advanced in-built features to import, analyse and present their data.

Who Should Attend

This programme is suitable for individuals who are progressively trying to be the very best in their chosen field of work which may involve extensive and detailed use of the more complex Microsoft Excel skills and functions.

Pre - requisite

- ◆ Demonstrates competence with all topics in the Basic and Intermediate Syllabus.



Programme Outline

- ◆ Module 1: Introduction to Power Query.
- ◆ Module 2: Data Tools.
- ◆ Module 3: Data Analysis with PivotTables.
- ◆ Module 4: Formula Auditing.
- ◆ Module 5: Formula Auditing.
- ◆ Module 6: Conditional Formatting.
- ◆ Module 7: Goal Seek & Scenarios.
- ◆ Module 8: Forecast Sheet.



Programme Leader

Joshua Lim Sheng Ming has earned the ICDL Advanced Certificate AM4 Spreadsheets and has also conducted the following MS Excel training sessions

- ◆ Mar 2018 – Present: Syllabus creator and trainer for 14 training sessions (a mix of Intermediate and Advanced) under Brunei Institute of Leadership and Islamic Finance (BILIF);
- ◆ Mar 2019: Syllabus creator and trainer for a specially-requested MS Excel training on Macros and Visual Basic for Applications (VBA) by United Overseas Bank (UOB);
- ◆ May & Aug 2013: Trainer for ICDL Digital Literacy (including Spreadsheets) under BigBreak Solutions; and
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Joshua Lim Sheng Ming training experience extends beyond Microsoft Excel; he has conducted trainings for other IT applications including:

- ◆ MS Powerpoint;
- ◆ Adobe Photoshop;
- ◆ Macromedia Dreamweaver; and
- ◆ WordPress.



Technical

Corporate Credit Risk Management

29 – 30 June 2022



Overview

This course is designed to cover various strategies and techniques for effective credit risk management, which includes an understanding of the core credit risk philosophies, target market criteria as well as credit risk management frameworks, in accordance to Basel 3. Participants will also learn credit risk rating and other practical and important considerations for corporate credit risk management practices.

Who Should Attend

- ◆ New hires and management associates in both conventional and Islamic banking;
- ◆ Professionals in banking and corporate, who are responsible for extending credit to borrowers/customers; and
- ◆ Sales and relationship managers, product specialists and those in support functions, looking to deepen their understanding of corporate credit risk.

Programme Outline

- ◆ Module 1: Introduction - An Overview of Corporate Credit Risk Management.
- ◆ Module 2: Credit Risk Management and Business.
- ◆ Module 3: Credit Risk Management Framework.
- ◆ Module 4: Corporate Credit Risk Management in Practice.
- ◆ Module 5: Corporate Credit Risk Management – Other Considerations.



Programme Leader

Mohd Fauzi Rahmat began his career in the financial services industry in 1990 when he joined Citibank (Malaysia) Berhad as a Relationship Manager for Citibank's Public Sector Group. He eventually moved on to become the Vice President & Senior Credit Analyst in Citibank's Country Risk Management Division. Fauzi then joined Bank Islam Malaysia Berhad in 2005, eventually becoming its Chief Risk Officer (CRO).

Given his experience in credit, risk management and turnaround work, he was entrusted by the Ministry of Finance, Malaysia, to be the Chief Operating Officer for Bank Pembangunan Malaysia Berhad following which he accepted the appointment as the Managing Director for Export Import Bank of Malaysia Berhad. In 2010, he joined Asian Finance Bank and thereafter Al-Rajhi Bank Malaysia as their CRO. His journey also brought him to MIDF Investment Bank (as Chief Credit Officer) before joining Bank Simpanan Nasional as its Chief Risk Officer. His experience, expertise and skills were primarily developed and shaped within the financial services industry, managing and dealing with the various type of industries and customers within the focused credit and relationship exposures of the banking sector. These industries include construction, infrastructure, telecommunication & information technology, government services, engineering & consultancy, maritime, oil and gas, utilities, manufacturing especially in the high technology and export-oriented sectors, as well as retail banking products and services industries.

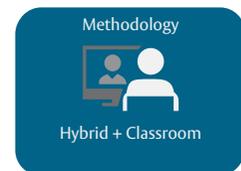
Fauzi graduated in 1988 from The University of Southern Mississippi, Mississippi, United States of America, with a Bachelor of Science degree in Community and Regional Planning (CRP) and Geography (double majors).



Technical

Liquidity Risk Management

29 – 30 June 2022



Overview

Liquidity risk was inevitably one of the main drivers of the global financial crisis in 2008. This course is designed to cover the liquidity management lessons learnt from the past crisis and how the same mistakes can be avoided. An overview of the challenges of managing liquidity risk, in normal times and with the challenges of COVID-19, will be discussed as well as recommendations to address this important risk and how organisations can help to manage and reduce it. This programme will use a structured approach to assess liquidity risk management, asset and liability management and funding strategy.

Objectives

By the end of the programme, participants will be able to;

- ◆ Understand how banks forecast, control and stress-test their liquidity sources and uses (on and off-balance sheet) and build a contingency funding plan to address stress cash outflows, including how they are managing the challenges of cash flow to the COVID-19 crisis;
- ◆ Identify weak liquidity and contingency planning within the context of the financial system; and
- ◆ Develop knowledge of regulations and supervisory guidance on the management of bank liquidity.

Who Should Attend

This programme is suitable for individuals wishing to expand their knowledge of fund regulation and reporting, including Compliance Officers as well as for individuals working at Depositaries, Fund Administrators, and Asset Managers involved in Regulatory Reporting, It is also targeted for anyone who is responsible for managing liquidity risk.



Programme Outline

- ◆ Module 1: The Concept of Liquidity Risk and How It Affects Operations.
- ◆ Module 2: Importance of Bank's Funding Strategy and Compliance to Regulatory Requirements.
- ◆ Module 3: Liquidity Risk from Contingent Exposures.
- ◆ Module 4: Liquidity Risk Tolerance, Measurement, Forecasting and Stress-testing.

Programme Leader

Mr. Sanjeev Ghatani's professional experience stems over a period of 10 years, which includes several learning companies such as Sime Darby Berhad, ExxonMobil Asia Pacific Pte Ltd, Crocs (Asia) Pte and National Semiconductor Sdn Bhd. He has also worked for professional firms such as Price Waterhouse Coopers and BDO Governance Advisor Sdn Bhd. Sanjeev has delivered consultancy services for several companies such as Microsoft Singapore, Carrier Australia and SKF Asia Pacific Pte Ltd and United Technologies Group. The scope of work ranged from corporate governance reviews to the detection & investigation of fraud class.

Besides providing advisory and consultancy services, Sanjeev has also conducted workshops on topics such as: Essential of Fraud Investigation - from the identification of red flags to the performing the investigation and crafting the investigation report as well as performing operational internal audits. The workshops were public run and conducted in-house for leading companies in the Asia Pacific Region. His professional experience stems over a period of 10 years.

Sanjeev graduated with a Master of Business Administration from Victoria University in Melbourne, Australia. His expertise include:

- ◆ Conducting trainings on internal audit methodology and the usage of data mining tools such as Audit Command Language (ACL) and IDEA. Sanjeev assisted the principal trainer in carrying out these trainings to external customers such as Singapore Airline, Kumplan Guthrie and Petronas Degangan Berhad;
- ◆ Implementation of Sections 404 of the Sarbanes-Oxley Act for an American and a European Multi-National;
- ◆ Conducting compliance and operational audit across the Asia Pacific Region. The industries covered included: Consumer, Engineering, Financial & Insurance, Heavy Equipment, Hospitality, Manufacturing, Motor, Packaging, Plantations and Property Developments & Estate Management;
- ◆ Developing and implementing Control Self Assessment (CSA) questionnaires and drafting policy and procedures for various industries such as Consumer, Engineering, Heavy Equipment, Hospitality, Manufacturing, Motor, Packing and Property Development & Estate Management; and
- ◆ Detection and investigation of several fraud cases in the Asia Pacific Region.

Technical Root Cause Analysis

18 July 2022



Overview

Root Cause Analysis (RCA) is a method that is used to deal with a problem, error or failure by finding the 'origin of problem'. This course is designed to help the employees to find out the root cause of any problems and fix it so that the problem does not repeat. The crisp and short contents of this programme lays emphasis on long-term focus attitude towards problem solving, as short-term focus does not help organisations in terms of profitability or growth.

Objectives

By the end of this programme, participants will get a clear idea of the following;

- ◆ What is Root Cause Analysis (RCA);
- ◆ Importance of RCA;
- ◆ How to Use RCA for boosting productivity;
- ◆ Difficulties in RCA; and
- ◆ Effective RCA.



Who Should Attend

This programme is suitable for employees of all levels, including;

- ◆ Managers;
- ◆ Supervisor;
- ◆ Project leaders;
- ◆ Operational and general workforce;
- ◆ Management consultants; and
- ◆ Individuals who seek to learn on finding the origin of a problem.

Programme Outline

- ◆ Module 1: Overview of Root Cause Analysis.
- ◆ Module 2: Root Cause Analysis - The Methodology.
- ◆ Module 3: Group Exercise on RTA & Group Share.
- ◆ Module 4: Paired Comparison – Deciding Which One To Do First.
- ◆ Module 5: Group Exercise on Paired Comparison & Group Share.
- ◆ Module 6: Challenges in RCA.

Programme Leader

Sairul Rhymin C.A Mohamed, He has over 30 years of experience in Telecommunications, People Development, IT and E-Government and is fluent in Technical aspects, Business Management and Finance. He is a professional chartered engineer (Member of the IET). He held senior positions in both the government and private sector in Brunei Darussalam.

Apart from many technical projects, he initiated the first phase of strategic transformational changes within TelBru in 2011/2012. He was heavily involved in the first corporatisation exercise in Brunei Darussalam.

As Head of E-Government Technical Authority Body (EGTAB) directed by the Prime Minister's Office Brunei Darussalam, he led the team that formulated, launched and implemented the E-Government Strategic Plan in 2009. Together with the Director of E-Government National Centre (EGNC), he eventually brought significant structural changes to the E-Government landscape in Brunei Darussalam

He nurtured and facilitated the development of key E-Government projects including business licensing, ICT capacity, central procurement, e-payment and consolidation of government email. Apart from introducing Enterprise Architecture, OGN and other shared platform/services concepts, he led the team to develop the Business Licensing System specifications together with Ministry of Industry & Primary Resources.



LICENSING PROGRAMMES

Licensing

Qualifying Examination for Insurance & Takaful Agents (QEFITA)

14 -15 February, 25 - 26 July
21 - 22 November 2022



Overview

Qualifying Examination For Insurance & Takaful Agents (QEFITA) is a licensing programme organised by BILIF with the support and guidance of Brunei Darussalam Central Bank (BDCB) and the Brunei Insurance Takaful Association (BITA). The programme covers the theoretical study of insurance and takaful as well as the legal and regulatory requirements of Brunei Darussalam and ends with a two-hour examination.

In order to successfully complete the programme, participants are required to sit and pass the theory examinations and the skills assessments.

Objectives

By the end of this programme, participants will be able to:

- ◆ Understand the nature of Insurance/Takaful; and
- ◆ Understand the importance of Insurance/Takaful in the economy and the role of insurance/Takaful in assets.

Who Should Attend

QEFITA is a compulsory entry requirement for all those who intend to be registered as General Insurance/Takaful agents with BITA and those who intend to pursue a career in the Insurance/Takaful industry.



Programme Outline

- ◆ Module 1: Introduction to Insurance.
- ◆ Module 2: An introduction to Takaful.
- ◆ Module 3: Risk and Principles of Insurance.
- ◆ Module 4: Characteristics of General Insurance Products.
- ◆ Module 5: Classes of General Insurance Business and General Takaful Business.
- ◆ Module 6: Insurance Marketing and After-Sales Services.
- ◆ Module 7: Consumer Protection and Statutory Regulation.
- ◆ Module 8: Law of Agency.
- ◆ Module 9: Insurance Contract.
- ◆ Module 10: Insurance Documents.
- ◆ Module 11: Practice General Insurance Risk Assessment, Underwriting and Rating.
- ◆ Module 12: Practice of General Insurance Claim.
- ◆ Module 13: Practice of General Insurance Policy Form.

Programme Leader

Haji Darryl Ab Maidin has been working in the financial services industry overseas as a legal advisor since 2004 and has held several positions in management. He is currently the General Counsel to the Board of Directors at Standard Insurance Sdn Bhd. Previously, he worked as the Deputy General Manager at Takaful Brunei Am Sdn Bhd (TBA) heading core operations which comprises of the Legal and casualty Claims department, Material Damage Claims departments and Underwriting & Retakaful departments.

Darryl is admitted as a Barrister and Solicitor to the Supreme Court of New South Wales and the High Court of Australia. His main area of practice is in corporate and commercial law with a focus in a range of general commercial matters. Having worked extensively with Law firms both nationally and internationally, Darryl's incisive, analytical and methodical approach has ensured him an enviable reputation for delivering quality work. He has handled portfolios within the large corporate environment and liaised with Government agencies and representatives, officers and senior executives from some of the world's largest financial companies.

Born in the Sultanate of Brunei Darussalam, Darryl completed his studies in London and Cardiff in the United Kingdom, before moving to Perth and Sydney, Australia to complete his legal education. He is currently the secretary and legal advisor to the Brunei Insurance and Takaful Association (BITA) and the Honorary Secretary to the Brunei Australian Alumni Association (BAAA). Once awarded Young Scientist of the Year (1991), Darryl is passionate about science and the environment and believes in making a difference to help contribute to the preservation of our environment.

Licensing

Financial Planning Practitioners' Programme (FPPP)

7 - 22 March



Overview

The Financial Planning Practitioners' Programme (FPPP) was developed to address the licensing requirement for financial planners with the guidance and support of Brunei Darussalam Central Bank (BDCB) and Tabung Amanah Pekerja (TAP), to provide the minimum knowledge and skills expected of a competent financial planner.

This programme has been revamped to focus on the areas of financial planning, and elements of Islamic principles to cater for industry needs and the Brunei market. The programme emphasises the Islamic principles, as part of a comprehensive planning and management of wealth, and how these concepts can be translated into practical applications. This raises the standard and knowledge of practitioners with as it incorporates Islamic principles with investment knowledge. The workshop consists of two parts; theory and skills which will be followed by assessments to ensure the financial planners demonstrate the necessary knowledge and skills required to serve the public effectively.

BDCB has appointed BILLIF to be the official Licensing Examination Centre for the purposes of the licensing requirements under the Securities Markets Order, 2013.

To successfully complete the programme, participants will undergo a 2-hour examination consisting of 100 multiple choice questions and a 2-part assessment including Solution Design and Skill Assessment.

Objectives

By the end of this programme, participants will be able to:

- ◆ Demonstrate profound knowledge and understanding of financial planning;
- ◆ Various financial ratios used for financial planning;
- ◆ Cash management and budgeting, time value of money, investment planning, risk management, insurance planning and estate planning;
- ◆ Establish financial goals and provide solutions and recommendations;
- ◆ Apply the Syariah principles in financial planning and wealth management;
- ◆ Appreciate the diverse perspectives between conventional and Islamic financial planning; and
- ◆ Understand the concepts of Maqasid Syariah and how these objectives can be achieved.

Who Should Attend

- ◆ Individuals interested to apply for licensing from BDCB under investment/investment-linked advice;
- ◆ Individuals who are selling investments and/or investment-linked insurances; and
- ◆ Individuals interested to become a financial planner.

Programme Outline

- ◆ Module 1: Introduction to Financial Planning.
- ◆ Module 1b: Introduction to Islamic Financial Planning (Self-Study).
- ◆ Module 2: Financial Statement and Financial Ratio Analysis.
- ◆ Module 3: Cash Management and Budgeting.
- ◆ Module 4: Time Value of Money.
- ◆ Module 5: Risk Management.
- ◆ Module 6a: Insurance Planning.
- ◆ Module 6b: Takaful Planning (Self-Study).
- ◆ Module 7a: Investment Products and Investment Planning.
- ◆ Module 7b: Unit Trusts.
- ◆ Module 8: Islamic Investment (Self-Study).
- ◆ Module 9: Retirement Planning.
- ◆ Module 10: Education and Hajj Planning.
- ◆ Module 11: Estate Planning, Islamic Legacy Planning and Zakat Management.
- ◆ Module 12: Code of Ethics and Regulatory Controls and Practices.

Programme Leaders

Chong Wan Ching began her career in a manufacturing company where she successfully developed, implemented and obtained a number of product and quality management system certifications including the internationally recognised ISO9002. Since then she moved on to various international and local financial institutions in areas of insurance, investment, banking, sales, sales management and training. Wan Ching believes in continuous self-development and has obtained various certifications.

Mohammad Fuad Hamdi Pehin Dato Hj Salim has been in the Takaful industry for over 19 years under Takaful Brunei Am and Brunei Keluarga, specialising in underwriting and Retakaful. He holds an Islamic Financial Planning (IFP) certification and has been accredited with certifications in Financial Planning Practitioners' Programme (FPPP).

His experience in both Underwriting and Financial planning has given him the ability to understand his clients' financial needs and has helped his clients in making informed decision in their Takaful needs. He is known to put his clients' needs first, resulting in his extensive network with various organizations. During his tenure with Takaful Brunei, he is involved in high-level decision making and is an exemplary leader holding various core functions of the company.

Programme Leaders

Nooramal Fitriyah Abdul Rahim has at least 12 years of experience in the Takaful industry, in the areas of claims management, retail and corporate sales, training and quality assurance. She is a UBD graduate with a Master of Science in Mathematics. In terms of professional qualifications, Ms Fitriyah has obtained certifications as an Islamic financial planner (IFP) and from the accredited Financial Planning Practitioner Program (FPPP). She also holds a Diploma in Insurance from the Chartered Insurance Institute, United Kingdom. She is an experienced trainer, often involved in public speaking activities to raise awareness and educate the next generation on the importance of financial planning.





CERTIFICATION PROGRAMMES

Certification

ICA Certificate In Compliance

9 - 10 February 2022



In Collaboration with



Overview

This course will introduce you to the importance of regulation, key regulatory principles, and compliance with regulation. It will help participants to understand why compliance is so important, and give them an introduction to the roles of regulators and compliance functions in general.

This course is awarded in association with the Alliance Manchester Business School, The University of Manchester.

Pre-requisite

To get the most from the course, a good standard of English is required.

This Certification is Suitable for

- ◆ Employees working in or aspiring to work in the compliance area;
- ◆ Internal and external audit employees;
- ◆ Employees working in risk functions; and
- ◆ Regulatory representatives.

Programme Outline

- ◆ Module 1: What is regulation and why do we need it?
- ◆ Module 2: How did we get to where we are today?
- ◆ Module 3: The role of compliance.
- ◆ Module 4: Compliance in practice.

Programme Leader

Serona Woo has over 16 years of experience as a global trainer in the banking industry, specialised in Fraud, Anti Money Laundering, Financial Crime, Legal, Operational Risk, Credit Risk Management and Training. She has conducted training for banking professionals globally, spanning over 20 countries, as a certification path for their respective role in the bank.

At ICA, Serona is responsible for delivering training courses for Anti Money Laundering, Compliance and Financial Crime Prevention in the APAC Region.

Expertise & Focus:

- ◆ Anti Money Laundering, Financial Crime, Sanctions and Fraud; and
- ◆ Training.

Industry Experience:

- ◆ Banking; and
- ◆ Training and Education.

Academic and Professional Memberships:

- ◆ Advance Diploma in Mass Communication; and
- ◆ Advance Certificate in Facilitation Standard.



Certification

LIBF Certificate in Fintech Practitioner (CFP)

In Collaboration with

The London Institute
of Banking & Finance



March

Overview

Over this 6-week online interactive course, participants will look at how fintech is impacting business models across banking and finance, the benefits and applications of key technologies and how they influence financial product and services design and distribution. The course also covers how risk and regulation are affecting fintech development across the globe, the different strategies for fintech growth as well as the factors that determine success, such as funding, valuation, collaboration and exit.

Objectives

By the end of this programme, participants will be able to:

- ◆ Understand how fintech is impacting business models across banking and finance;
- ◆ Discuss the benefits and applications of key technologies and how they influence financial product and services design and distribution;
- ◆ Understand how risk and regulation is affecting fintech development across the globe; and
- ◆ Identify the different strategies for growth and the factors that determine success, such as funding, valuation, collaboration and exit.

This Certification is Suitable for

- ◆ CFP for early to mid-career professionals, with some experience of either banking or financial technology. The programme is ideal for participants looking to expand their understanding of fintech business models to make themselves more effective in their current role or prepare for taking the next step in their career.

Pre-requisite

- ◆ English proficiency.

Syllabus Outline

Module 1: Sectors and models

Digital Banks, Neo Banks and Challenger Banks
- What are they and how do they stack up against incumbents?

- ◆ Challenger banks: an attack from many angles.
- ◆ Today's dynamic reality.
- ◆ Value propositions: non-banks versus traditional banks.
- ◆ The regulatory challenges of establishing challengers and neos.

Wealth and Robo Advisory

- ◆ Incumbent versus disruptive business models.
- ◆ Genuine innovation or opportunistic hype?

Alternative and Embedded Finance

- ◆ Business models: genuine disruption or a shift in distribution?
- ◆ Alternative finance: the best answer for SMEs?

Module 2: Technology

From Data to Decisions: Artificial intelligence, machine learning, and cloud computing

- ◆ What is AI/ML? Talk nerdy to me.
- ◆ The cloud stack, and benefits, explained.
- ◆ Data innovations: traditional and alternative sources of information.

Blockchain, DLT and Digital Currencies

- ◆ Definitions, features, types and main uses of the blockchain in the financial markets.
- ◆ Differences between crypto-currencies, bitcoins and crypto-assets.

Module 3: Regulation & Emerging Markets

Risk & Regulation

- ◆ Loan book realities: lessons from the Covid crisis.
- ◆ Is regulation stifling innovation?
- ◆ Global landscape: collaborate, compete, harmonise.
- ◆ Managing risk in digital products and services.
- ◆ Bridges and sandboxes.

Fintech in Emerging Markets

- ◆ Unbanked demographic.
- ◆ First generation mobile money.
- ◆ The next leap forward.

Module 4: Payments, Open Banking & PSD2

Payments & Infrastructure

- ◆ Segmentation of the payments market.
- ◆ Business models, ecosystem and underlying infrastructure.
- ◆ Latest trends in the market.

Open Banking

- ◆ Different models around the world.
- ◆ Open banking to open finance.
- ◆ Case studies and examples on successful approaches.

Module 5: Growth and collaboration

Funding and Growth

- ◆ How fintechs are funded and valued at different stages of maturity.
- ◆ Today's dynamic venture capital environment.
- ◆ Exit strategies.

Partnerships and Collaboration

- ◆ Incumbent fintech partnership models.
- ◆ How to partner internally.

Certification

ICA Certificate In Anti-Money Laundering

9 - 10 March 2022



Overview

The ICA Certificate in Anti-Money Laundering reflects the external environment today. Focusing on relevant best practice, legislation and regulations, it examines money laundering activities and terrorist financing. Elements involved in the reporting of suspicious transactions are explored, including tipping off and politically exposed person risk. The programme focuses on current major issues that impact upon the money laundering prevention role.

This course is awarded in association with the Alliance Manchester Business School, The University of Manchester.

Objectives

By the end of the course, participants will have a clear understanding of the anti-money laundering function and the surrounding context. A wider awareness of the external context is given in readiness for future development in this increasingly important area.

Pre-requisite

To get the most from the course, a good standard of English is required.

This Certification is Suitable for

- ◆ Employees with specific anti-money laundering duties;
- ◆ All employees working in financial services and related industries who want an introduction to anti-money laundering; and
- ◆ Anyone who aspires to a career in anti-money laundering or fraud prevention.

Programme Outline

- ◆ Module 1: Understanding Money Laundering, Terrorist Financing and Sanctions.
- ◆ Module 2: Vulnerabilities of financial institutions to money laundering and terrorist financing.
- ◆ Module 3: Anti-money laundering and combating terrorist financing in practice.
- ◆ Module 4: Anti-money laundering and combating terrorist financing – legal and regulatory structures.
- ◆ Module 5: Management obligations and the risk-based approach to money laundering and terrorist financing.

Programme Leader

Serona Woo has over 16 years of experience as a global trainer in the banking industry, specialised in Fraud, Anti Money Laundering, Financial Crime, Legal, Operational Risk, Credit Risk Management and Training. She has conducted training for banking professionals globally, spanning over 20 countries, as a certification path for their respective role in the bank.

At ICA, Serona is responsible for delivering training courses for Anti Money Laundering, Compliance and Financial Crime Prevention in the APAC Region.

Expertise & Focus:

- ◆ Anti Money Laundering, Financial Crime, Sanctions and Fraud; and
- ◆ Training.

Industry Experience:

- ◆ Banking; and
- ◆ Training and Education.

Academic and Professional Memberships:

- ◆ Advance Diploma in Mass Communication; and
- ◆ Advance Certificate in Facilitation Standard.



Certification

ICA International Advanced Certificate In Anti-Money Laundering

23 March & 22 June 2022



Overview

Qualified anti-money laundering (AML) professionals are in demand as organisations increase their focus on risk prevention. The ICA International Advanced Certificate in Anti-Money Laundering provides all of the knowledge participants will require to begin a career in anti-money laundering. It is an intermediate level course over the span of 6 months, designed both for those in an AML role and those looking to embark on a new career in AML. Participants will gain actionable, practical knowledge to excel in their role.

The qualification is awarded in association with Alliance Manchester Business School, the University of Manchester and will be assessed by 2 written assignments (2000-2599 words).

This Certification is Suitable for

- ◆ New/recently appointed MLROs and deputies;
- ◆ New/recently appointed Financial Crime and Risk Officers;
- ◆ Compliance Officers - Internal auditors assuming responsibilities for money laundering/financial crime issues; and
- ◆ All individuals engaged in financial services and who aspire to a career in anti moneylaundering.

Pre-requisite

- ◆ Sound educational background, e.g. degree or professional qualification in an appropriate discipline; and
- ◆ To get the most from the course, a good standard of English is required.

Programme Outline

What are the Money Laundering, Terrorist Financing and Sanctions Risks that must be Managed?

- ◆ Module 1: The International Bodies and Standard Setters.
- ◆ Module 2: National Legal and Regulatory Frameworks.
- ◆ Module 3: Taking an AML/CFT Risk-based Approach and Managing the Risks.
- ◆ Module 4: Initial and 'Ongoing' Customer Due Diligence (CDD).
- ◆ Module 5: Monitoring Activity and Transactions.
- ◆ Module 6: Recognising and Reporting Suspicions.
- ◆ Module 7: The Vulnerabilities of Specific Services and Products.

Programme Leader

Kang Hui has spent more than 15 years in Financial Crime and Compliance roles, in Wealth Management and Asset Management and possesses work experience in HongKong and Singapore.

In Wealth Management, Kang Hui was a KYC Officer, assisting to review KYC information and documentation. She has a regional coverage in Asset Management Compliance, where in addition to AML/CFT topics, she covered other compliance areas such as investment guideline monitoring, insider dealing, cross border, financial crime and financial products compliance. Her asset management role included the short stint in Hong Kong where she spent two years in both investment and product compliance. Her latest role before joining ICA was the Head of Singapore Compliance in UBS Asset Management (Singapore) Ltd.



Certification

LIBF Certificate in Retail and Digital Banking (CertRDB)

June

Overview

CertRDB has been specifically designed to assist banks in preparing their front-line staff to work within a transforming industry to achieve better informed outcomes for their business, their customers and themselves. This qualification aims to equip learners with essential knowledge of the financial services environment, regulatory requirements and the key principles of providing customer service excellence.

Objectives

By the end of this programme, participants will be able to:

- ◆ Understand digital transformation to improve participants' ability to meet customer expectations relating to their use of retail banking products, services and delivery channels;
- ◆ Appreciate how changing digital technology, regulation and legislation impacts banking providers and customers;
- ◆ Use appropriate data and information from the key content and assimilate these coherently to provide effective solutions; and
- ◆ Increase participants' ability to work and study in a digital environment, independently and utilise resources effectively.

This Certification is Suitable for

- ◆ Fresh or junior bankers as well as front liners.

Pre-requisite

- ◆ English proficiency.

In Collaboration with

The London Institute
of Banking & Finance

Methodology



Self Study &
Examination Only



Syllabus Outline

Unit 1 - The Delivery of Retail and Digital Banking (DRDB)

- ◆ Understand banking customers, what they want and expect from banks and how the evolution of digital technology continues to change customer expectations.
- ◆ Evaluate the need to provide high standards of customer service.
- ◆ Understand how banks capture and analyse and use data about their customers.
- ◆ Understand how regulation and legislation affects financial services organisations and their customers.
- ◆ Identify the operation and features of key retail financial products and services.

Unit 2 - Assessing Customer Needs and Providing Solutions (ACNS)

- ◆ Assess the needs and aspirations of retail banking customers and identify appropriate financial solutions to meet these needs.



Certification

ICA Specialist Certificate in Corporate Governance

15 – 16 June 2022



Overview

Corporate governance is a key driver in delivering the right outcomes for organisations, which can assist in meeting corporate objectives. Regulators view corporate governance as a good indicator of a firm's culture of compliance; good governance is likely to indicate good culture.

This course is awarded in association with the Alliance Manchester Business School, The University of Manchester.

Objectives

ICA Specialist Certificate in Corporate Governance is an excellent introduction to corporate governance. This online course will help participants to:

- ◆ Get to grips with the purpose, key success factors and risks associated with governance;
- ◆ Understand the impact of good governance on the success of organisational strategy;
- ◆ Assess and design frameworks that serve a firm's objectives and improve performance; and
- ◆ Evaluate the impact of the digital revolution on governance and future developments.

This Certification is Suitable for

Individuals looking to become certified in Corporate Governance.

Programme Outline

- ◆ Module 1: The Function And Purpose Of The Organisation.
- ◆ Module 2: The Governance Of Regulated Enterprise And The Purpose Of The Board Of Directors.
- ◆ Module 3: The Importance, Impact And Opportunity Of Organisational Culture.
- ◆ Module 4: Conflict Management In The Organisation.
- ◆ Module 5: Organisational Structure, Hierarchy And Policy Frameworks.
- ◆ Module 6: Communication Strategy.
- ◆ Module 7: Internal Control And Influence Power.
- ◆ Module 8: Broad-base Governance – Beyond The Balance Sheet.
- ◆ Module 9: The Digital Revolution And Its Influence On Governance; And
- ◆ Module 10: Governance – A Never Ending Story.

Programme Leader

Serona Woo has over 16 years of experience as a global trainer in the banking industry, specialised in Fraud, Anti Money Laundering, Financial Crime, Legal, Operational Risk, Credit Risk Management and Training. She has conducted training for banking professionals globally, spanning over 20 countries, as a certification path for their respective role in the bank.

At ICA, Serona is responsible for delivering training courses for Anti Money Laundering, Compliance and Financial Crime Prevention in the APAC Region.

Expertise & Focus:

- ◆ Anti Money Laundering, Financial Crime, Sanctions and Fraud; and
- ◆ Training.

Industry Experience:

- ◆ Banking; and
- ◆ Training and Education.

Academic and Professional Memberships:

- ◆ Advance Diploma in Mass Communication; and
- ◆ Advance Certificate in Facilitation Standard.



Certification

CBI Professional Banker Certificate

30 June 2022

Official Examination Centre for

Chartered Banker



Overview

The Professional Banker Certificate is an introductory banking certificate suitable for individuals new to, or already working, in retail, business and private banking environments. Developments in regulation and technology are rapidly changing the banking industry, and the Professional Banker Certificate builds the foundation of knowledge and skills needed for professionals to thrive in the exciting world of banking in a digital age.

This Certification is Suitable for

This programme is suitable for any financial services professionals who wish to develop and demonstrate their knowledge and expertise of the banking industry, including those in specialised areas such as Information Technology, Human Resources and Marketing.

Programme outline

- ◆ Module 1: Banks and Banking in a Digital Age.
- ◆ Module 2: Products and Services, Distribution Channels, and the Customer Experience.
- ◆ Module 3: Principles and Practice of Bank Lending.
- ◆ Module 4: Bank Risks.
- ◆ Module 5: The Legal and Regulatory Environment.
- ◆ Module 6: Professionalism and Ethics in Banking.



Certification

ICA Certificate in Know Your Customers and Customer Due Diligence

6 - 7 July 2022



Overview

Participants will learn about the nature, importance and context of CDD obligations; the regulatory framework and international developments around CDD; the CDD process and outcomes; and taking a practical, risk-based approach to CDD. This programme will give participants a greater understanding of KYC/CDD and the practical application of the subject matter will aid the learning process. Successful completion of this certificate evidences a basic competency in the area.

This course is awarded in association with the Alliance Manchester Business School, The University of Manchester.

This Certification is Suitable for

- ◆ New entrants in CDD roles or those who wish to learn more about CDD;
- ◆ Client managers, project managers, operational staff, middle office and sales assistant; and
- ◆ Consultants, audit professionals and anyone whose role involves managing risk in the CDD process.

Programme Outline

- ◆ Module 1: CDD - Why Bother?
- ◆ Module 2: The Risk-Based Approach to CDD.
- ◆ Module 3: Key CDD Concepts.
- ◆ Module 4: Core KYC Frameworks.
- ◆ Module 5: What it's Like Working in KYC.



Programme Leader

Serona Woo has over 16 years of experience as a global trainer in the banking industry, specialised in Fraud, Anti Money Laundering, Financial Crime, Legal, Operational Risk, Credit Risk Management and Training. She has conducted training for banking professionals globally, spanning over 20 countries, as a certification path for their respective role in the bank.

At ICA, Serona is responsible for delivering training courses for Anti Money Laundering, Compliance and Financial Crime Prevention in the APAC Region.

Expertise & Focus:

- ◆ Anti Money Laundering, Financial Crime, Sanctions and Fraud; and
- ◆ Training.

Industry Experience:

- ◆ Banking; and
- ◆ Training and Education.

Academic and Professional Memberships:

- ◆ Advance Diploma in Mass Communication; and
- ◆ Advance Certificate in Facilitation Standard.



Certification

CISI Islamic Finance Qualification (IFQ)

28 July 2021

Official Examination Centre for



Overview

The Islamic Finance Qualification (IFQ) expands upon knowledge gained from fundamentals of Islamic banking and finance. It is a global qualification which covers Islamic finance from both a technical and a Syariah perspective, providing the first international benchmark in the area of Islamic finance.

It provides an understanding of the influence of Syariah in a business context and prepares candidates to hold key positions in the Islamic finance and Takaful (Islamic insurance) industries.

Objectives

By the end of this programme, participants will be able to:

- ◆ Expansion of knowledge gained from fundamentals of Islamic banking and finance;
- ◆ Global qualification covering Islamic finance from both a technical and a Syariah perspective;
- ◆ Provides the first international benchmark in the area of Islamic finance;
- ◆ Provides an understanding of the influence of Syariah in a business context; and
- ◆ Prepares candidates to hold key positions in the Islamic finance and takaful industries.

This Certification is Suitable for

- ◆ Existing and new employees in the Islamic finance sector as well as those seeking a career in the area.



Syllabus Outline

Element 1: The Basis of Islamic Banking and Finance

- ◆ The Basis of Islamic Banking and Finance

Element 2: An Introduction to Islamic Banking and Finance

- ◆ An Introduction to Islamic Banking and Finance.

Element 3: Islamic Principles of Transactions

- ◆ Islamic Principles relating to Business;
- ◆ Riba;
- ◆ Gharar; and
- ◆ Rules of Transactions.

Element 4: Basic Contracts and Their Treatment

- ◆ Contract;
- ◆ Contracts of Exchange;
- ◆ Security Contracts;
- ◆ Foreign Exchange; and
- ◆ Accounting treatments.

Element 5: Financial Contracts and Techniques Applied by Islamic Banks

- ◆ Types of Contracts;
- ◆ Funds in Islamic Banking;
- ◆ Wakala;
- ◆ Mudaraba;
- ◆ Musharaka;
- ◆ Murabaha;
- ◆ Ijara;
- ◆ Salam;
- ◆ Istisna';
- ◆ Letters of Credit;
- ◆ Wa'd and Ah'd; and
- ◆ Arboon.

Element 6: Islamic Asset Management and Socially Responsible Investing (SRI)

- ◆ Comparison of Conventional and Islamic Financing;
- ◆ Islamic Investing;
- ◆ Selecting Syariah-Compliant Investments;
- ◆ Funds;
- ◆ Fund Management; and
- ◆ Types of Fund.

Element 7: Sukuk Market

- ◆ Characteristics of Sukuk;
- ◆ Structuring Sukuk;
- ◆ Sukuk Regulations; and
- ◆ Capital Market Considerations.

Element 8: Islamic Insurance - Takaful

- ◆ History of Takaful;
- ◆ Types of Takaful;
- ◆ Structure of Takaful; and
- ◆ Takaful Industry Considerations.

Element 9: Islamic Corporate Governance

- ◆ Corporate Governance;
- ◆ Shariah Supervisory Board;
- ◆ Corporate Governance Regulations and Standards;
- ◆ Investment Account Holders; and
- ◆ Corporate Governance in Takaful.

Certification

CISI International Certificate in Wealth Investment and Management

16 September 2022

Official Examination Centre for



Overview

The International Certification in Wealth & Investment Management (ICWIM) covers the essentials of financial planning, private client asset management, fund management, advisory functions and investment analysis from a global perspective. Participants will learn about the range of assets and investment products available in the market and gain the knowledge to provide financial advice and find appropriate solutions to meet the investment, retirement and protection planning needs for their clients.

Objectives

By the end of this programme, participants will be able to:

- ◆ Learn about the function of the financial services industry in the economy: transferring funds between individuals, businesses and government risk management;
- ◆ Recognise the role of the main institutions/ organisations: retail banks, investment banks, pension funds, fund managers, stockbrokers, custodians, global custodians;
- ◆ Understand the roles of the following: wealth managers, private banks and platforms;
- ◆ Know how national income is determined, composed and measured in both an open and closed economy: Gross Domestic Product, Gross National Product etc; and
- ◆ Understand the composition of the balance of payments and the factors behind and benefits of international trade and capital flows: current account, imports, exports, effect of low opportunity cost producers.

This Certification is Suitable for

The ICWIM is appropriate for employees working in private banking and wealth management roles who need to demonstrate competence through the achievement of a benchmark qualification and who want to develop a thorough understanding of how to deliver wealth management advice.

Its broad focus makes it suitable for a wide audience, from new entrants to financial services, or professionals who may be interested in diversifying into wealth management.

Syllabus Outline

- ◆ Module 1: Introduction.
- ◆ Module 2: The Financial Services Sector.
- ◆ Module 3: Industry Regulation.
- ◆ Module 4: Asset Classes.
- ◆ Module 5: Collective Investments.
- ◆ Module 6: Fiduciary Relationship.
- ◆ Module 7: Economics and Investment Analysis.
- ◆ Module 8: Investment Management.
- ◆ Module 9: Lifetime Financial Provisions.

Programme Leader

Chris has over 20 years experience in financial services. He began his career in securities services, where he gained a broad knowledge of operational areas and the inherent risks. Chris progressed to client relationship management, where his expertise and knowledge was used to service a global clientbase, often addressing and resolving operational risk issues. Chris worked for a number of leading financial institutions including: HSBC, Deutsche Bank and Thomson Reuters.

Chris moved into training over 15 years ago and has worked with graduates, new starters, and operations staff at all levels, helping them to understand the many complex concepts that exist within the financial markets. He delivers tailored financial markets training and professional qualifications. In this regard Chris is a leading facilitator for a wide range of the Chartered Institute for Securities and Investments (CISI) qualifications.



Certification

CBI Foundation Certificate in Responsible Banking

13 October 2021

Overview

The Foundation Certificate in Responsible Banking develop participants' knowledge, understanding and skills relating to the business of banking in a digital age. It combines the study of core banking principles and practice with learning about the forces that are transforming the way we bank, and how banks are responding to meet the changing expectations of customers in an increasingly competitive environment.

With key themes being responsible and sustainable banking, and what it means to be a professional in banking in the current environment, participants will be better able to apply those principles to help their bank deliver its strategy, perform well at work, and serve customers, communities, and the wider environment well.

Objectives

By the end of this programme, participants will be able to:

- ◆ Explain the purpose and functions of different types of banks and banking in a digital age, the role that banks, banking and bankers play in society, and the way in which the UN Principles for Responsible Banking provide the framework for sustainable banking; and
- ◆ Describe the range of products and services banks provide and explain the impact of digital and data driven innovations on the ways in which banks develop and deliver banking services and customers conduct their banking through a wide range of distribution channels.

This Certification is Suitable for

All bank employees, particularly those new to banking and regardless of their own specialism, who want to expand their knowledge and understanding of the business they are in – the business of banking – and have that knowledge and understanding recognised through the award of a professional banking qualification.

Official Examination Centre for

Chartered Banker



Syllabus Outline

Module 1: Banks and Banking in a Digital Age
Indicative Content

- ◆ What customers want?
- ◆ What is a bank?
- ◆ Types of banks and banking.
- ◆ The evolution of banking.
- ◆ The digital and data revolution.
- ◆ Digital innovations in banking.
- ◆ Core bank functions and purpose.
- ◆ Financial intermediation/disintermediation.
- ◆ Stakeholders, strategy and purpose.
- ◆ Sustainability.
- ◆ UN Principles for Responsible Banking.

Module 2: Products and Services, Distribution Channels and the Customer Experience
Indicative Content

- ◆ Types of customer.
- ◆ Identifying and supporting vulnerable customers.
- ◆ Financial inclusion, capability and education.
- ◆ Products and services.
- ◆ Payment services and other ways to pay.
- ◆ Multichannel, omnichannel, and optichannel banking.
- ◆ The customer experience.
- ◆ What customers look for when choosing a bank.
- ◆ Segmenting customers in a digital age.
- ◆ Enhancing the customer experience.



Certification

CBI Certificate in Green and Sustainable Finance Chartered Banker

1 December 2022

Official Examination Centre for



Overview

The Certificate is aimed at financial services professionals globally who wish to develop and demonstrate their knowledge and expertise of green and sustainable finance. The course has a broad financial services sector coverage, including bankers, insurers, investment managers, central bankers and regulators, risk managers, analysts and consultants.

This Certification is Suitable for

The Certificate is aimed at financial services professionals globally who wish to develop and demonstrate their knowledge and expertise of green and sustainable finance. Broad financial services sector coverage, including bankers, insurers, investment managers, central bankers and regulators, risk managers, analysts and consultants.

Syllabus Outline

The Certificate in Green and Sustainable Finance syllabus has been developed to encompass broader aspects of sustainable finance, alongside green finance including;

- ◆ Introducing green and sustainable finance in the context of retail, commercial and wholesale banking, central and development banks, insurance and investment sectors.
- ◆ Coverage on the science of climate change and the role of the financial system in the natural world.
- ◆ Global, international and national policy, regulatory and industry responses to support flows of finance for sustainable growth.
- ◆ Identifying, disclosing and reporting climate-related financial risks, and other environmental and sustainability risks.
- ◆ Introducing key sustainable finance frameworks/principles (e.g. UN SDGs, PRI/PRB, TCFD, Green Bond and Green Loan Principles;).
- ◆ Supporting customers in their transition to sustainability.
- ◆ Overview of green and sustainable FinTech.
- ◆ Ethical dimensions of green and sustainable finance, and the role of Green and Sustainable Finance Professionals™.





TERTIARY QUALIFICATION

Tertiary Qualification



Expert
Study set at Level 6 of the RQF**
 The pathway to chartered status designed for more experienced employees and those aspiring to senior roles

12 months* total

STAGE 2: ADVANCED DIPLOMA IN BANKING & FINANCE (AdvipB&F)

Strategic Management & Innovation in Banking (SMIB)
 Risk Management [Financial risk management in Banks (FRMB)
 Managing Operational Risk & Governance (MOPR)



Professional
Study set at Level 4 &5 of the RQF**
 Industry recognised banking qualifications designed for graduate entrants, higher apprentices and those in or aspiring to management roles

4 months* Professional, Conduct & Ethics (5PCE)

6 months* Certificate in Relationship Management (CertRM)

6 months* Diploma in Business and Commercial Banking & Conduct (DipBB&C)



Professional
Study set at Level 3 of the RQF**
 A range of certificate banking qualifications for Junior staff or apprentices, designed to provide foundation knowledge and enable further progression

6 months* Certificate in Business Banking (CertBB)

* The months indicated are the maximum duration allowed to complete the certificates. Participants are able to complete them earlier at their own learning pace.

** RQF: RQF is United Kingdom's categorisation of qualifications based on their size, and their level of challenge or difficulty.

Tertiary Qualification

Stage 1: Professional Diploma In Banking & Finance (PDipB&F)

In Collaboration with

The London Institute of Banking & Finance



Certificate in Business Banking (CertBB)

6 Months*

Overview

The Certificate in Business Banking has been specifically designed to assist banks to enhance their objective in providing a high quality service experience to this important customer segment. This qualification has been developed for customer-facing employees who are relatively new to business banking and will equip them with the essential knowledge they need to provide customer service excellence, including an appreciation of the basic principles of effective lending assessment and control.

Objectives

By the end of this programme, participants will be able to:

- ◆ Develop an understanding of how and why customers use a range of business banking products;
- ◆ Demonstrate numeracy skills, including the ability to manipulate financial and other numerical data;
- ◆ Use appropriate data and information from a range of sources to make financial decisions and recommendations; and
- ◆ Increase participants' ability to work and learn independently.

This Certification is Suitable for

- ◆ Fresh or junior bankers as well as front liners.

Pre-requisite

- ◆ English proficiency.

Syllabus Outline

Unit 1 - The Business Banking Service and Learning Environment (BBSL)

- ◆ Introduction to business banking focusing on the financial needs of different types of customers.
- ◆ The UK banking environment.
- ◆ How relationship managers meet customer demand for excellent service and borrowing solutions.

Unit 2 - The Principles of Lending Assessment and control (PLAC)

- ◆ How to base decisions on available information to assess and control business bank lending.
- ◆ The different types of product and how they relate to specific client scenarios.



Tertiary Qualification

Stage 1: Professional Diploma In Banking & Finance (PDipB&F)

Diploma in Business and Commercial Banking & Conduct (DipBB&C)

6 Months*

Overview

The course will cover the rules, practices and guidelines in business banking and its related products, as well as the different types of risks and how to manage these. It will also develop participants' understanding of financial and non-financial analyses and how different methods can be used for various lending propositions.

Objectives

By the end of this programme, participants will be able to:

- ◆ Develop an understanding of how and why customers use a range of business banking products and the legislation relating to them;
- ◆ Demonstrate numeracy skills, including the ability to manipulate financial ratios and other numerical data;
- ◆ Use appropriate data and information from a range of sources to make financial decisions; and
- ◆ Increase participants' ability to work and learn independently.

This Certification is Suitable for

- ◆ Relationship Managers.

Pre-requisite

- ◆ English proficiency.

* The months indicated are the maximum duration allowed to complete the certificates. Participants are able to complete them earlier at their own learning pace.

In Collaboration with

The London Institute
of Banking & Finance

Methodology



Self Study &
Examination Only



Syllabus Outline

Unit 1 - Principles of Business Banking (POBB)

- ◆ The business banking environment and main types of products and solutions available.
- ◆ Principles of risk management and lending.
- ◆ Financial and non-financial analyses and their use in bank lending decisions.
- ◆ Warning signs and actions in response to bad customer debt.
- ◆ Business development activity and relationship management of customers.
- ◆ The complaints handling process.

Unit 2 - Providing Solutions to Business Banking Customers

- ◆ Using sources of information for decision making.
- ◆ Evaluation of customer needs and identifying appropriate solutions.
- ◆ Assessment of the level of security and the affordability and suitability of proposed solutions.
- ◆ Applying conduct of business rules to solutions.

Unit 3 - Advanced Business and Commercial Banking & conduct (ABBC)

- ◆ Application of advanced credit and lending analysis models.
- ◆ The role of relationship managers as risk managers to promote responsible lending.
- ◆ Principles and processes of responsible and sustainable lending.
- ◆ Factors involved in lending decisions.
- ◆ Impacts of the key regulatory and legislative influences.



Tertiary Qualification

Stage 1: Professional Diploma In Banking & Finance (PDipB&F)

In Collaboration with

The London Institute of Banking & Finance

Methodology



Self Study & Examination Only

Certificate in Relationship Management (CertRM)

6 Months*

Overview

As a comprehensive course focusing on relationship management, the qualification develops specialist knowledge and skills by introducing participants to the strategic context and organisational implications of relationship management within the financial services industry.

Objectives

By the end of this programme, participants will be able to:

- ◆ Develop their ability to work with customers of varying complexity;
- ◆ Develop their ability to manage customers and situations; and
- ◆ Increase their ability to work and study independently and utilise resources effectively.

This Certification is Suitable for

- ◆ Relationship Managers.

Pre-requisite

- ◆ English proficiency.

* The months indicated are the maximum duration allowed to complete the certificates. Participants are able to complete them earlier at their own learning pace.



Syllabus Outline

Unit 1 - Relationship Management (RELM)

- ◆ The commercial environment in which business operate.
- ◆ Different types of business customer.
- ◆ Relationship management principles.
- ◆ Business plan analysis and the role of the relationship manager in business development and customer retention.
- ◆ Business plan and portfolio management (including key account and portfolio planning).



Tertiary Qualification

Stage 1: Professional Diploma In Banking & Finance (PDipB&F)

Professionalism, Conduct & Ethics (5PCE)

4 Months*

Overview

As a comprehensive course focusing on professionalism, conduct and ethics, the qualification develops specialist knowledge and skills by introducing participants to the application of these concepts within the financial services industry. As part of this, the course will provide participants with an insight into the application and review of professionalism at a personal level.

Objectives

By the end of this programme, participants will be able to:

- ◆ Develop a critical appreciation of professionalism, conduct and ethics and their implications on the financial services industry;
- ◆ Develop an understanding of current technical language and conduct regulation; and
- ◆ Increase their ability to work and learn independently."

This Certification is Suitable for

- ◆ Individuals in relevant fields.

Pre-requisite

- ◆ English proficiency.

Syllabus Outline

Unit 1 - Professionalism, Conduct, Ethics and the Individual (PCEI)

The unit explores personal professionalism, professional identity and accountability in the finance sector. It covers the significance of ethics and ethical decision-making and highlights how professionalism can drive behaviours.

* The months indicated are the maximum duration allowed to complete the certificates. Participants are able to complete them earlier at their own learning pace.

In Collaboration with

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Methodology



Self Study &
Examination Only



Tertiary Qualification

Stage 2: Advanced Diploma In Banking & Finance (AdvDipB&F)

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Strategic Management and Innovation in Banking (SMIB)

Overview

This certification provides individuals with the knowledge, tools and techniques to understand and respond to strategic drivers for change and digital transformation in banking and finance.

Objectives

By the end of this programme, participants will be able to:

- ◆ Develop a critical appreciation of strategic management within banking and financial services;
- ◆ Develop participants' ability to work with complex material in an uncertain and changing environment;
- ◆ Apply the tools to map the digital customer journey;
- ◆ Apply product and service innovation process to redesign the customer experience;
- ◆ Develop participants' ability to analyse problems and identify appropriate solutions; and
- ◆ Increase participants' ability to work and study independently.

This Certification is Suitable for

- ◆ Senior Managers in commercial and group services; and
- ◆ Anyone who looks after innovation and strategic transformation.

Pre-requisite

- ◆ Attained the Professional Diploma in Banking & Finance (PDipB&F).

Syllabus Outline

Unit 1: Strategic Management and Digital Transformation in Banking (SMDT)

Participants will discover how important strategy is for banking operations, what drives strategy externally, and how strategy is affected by internal structure and processes. Participants will also learn about the changes that have disrupted the banking sector and how they have affected the banking value chain products and services.

Unit 2: Product Innovation and Service Design in Banking (PSDB)

This unit covers changing customer expectations and the need to redesign customer experience models; the types of digital services that can be applied along the stages of the customer journey; the role of banks in the future financial services value chain and the new capabilities required to support the customer journey and services of a digital bank of the future.



Tertiary Qualification

Stage 2: Advanced Diploma In Banking & Finance (AdvDipB&F)

Financial Risk Management in Banks (FRMB)

In Collaboration with

The London Institute
of Banking & Finance

Methodology



Self Study &
Examination Only

Overview

This certification provides banking professionals with the knowledge and skills to critically evaluate risk management approaches and understand their application in the workplace and to promote best practice.

Objectives

By the end of this programme, participants will be able to:

- ◆ Analyse the different sources and types of credit risk;
- ◆ Evaluate how credit risk management can be optimised to meet the risk appetite and profitability requirements of a bank and its stakeholders;
- ◆ Identify, quantify and evaluate a range of financial market risks faced by banks;
- ◆ Evaluate the role and importance of asset liability management;
- ◆ Apply and critique a range of techniques used to manage financial market risk; and
- ◆ Analyse the importance and methods of effectively managing the liquidity position of a bank.

Who Should Attend

- ◆ Senior risk managers and senior bankers.

Pre-requisite

- ◆ Attained the Professional Diploma in Banking & Finance (PDipB&F).

Syllabus Outline

Unit 1 - Financial Risk Management in Banks (FRMB)

- ◆ Asset and liability management.
- ◆ Yield curve interest rate and liquidity risk.
- ◆ Sources of credit, quantifying credit risk and credit risk management.
- ◆ Foreign exchange, interest rate, equity, fixed income and commodity risk.
- ◆ Use of fixing and option-based derivatives to manage financial market risk
- ◆ Internal techniques to manage financial market risk
- ◆ Applied risk measurement.
- ◆ Liquidity risk management and regulations.



Tertiary Qualification

Stage 2: Advanced Diploma In Banking & Finance (AdvDipB&F)

Managing Operational Risk & Governance (MOPR)

Overview

This certification provides banking professionals with a practical insight into operational risk management in banking using a performance management approach.

Objectives

By the end of this programme, participants will be able to:

- ◆ Identify and understand the implications of operational risk in banking;
- ◆ Evaluate the key operational risk regulations that banks must adhere to and justify the best practice they should observe;
- ◆ Evaluate and make recommendations of how operational risk should be managed to enhance the operational performance of a bank;
- ◆ Analyse and evaluate technological and cyber risks that banks face; and
- ◆ Evaluate the importance of banks putting in place appropriate governance structures to ensure transparent risk management and decision making to promote public confidence in the banking system.

Pre-requisite

- ◆ Attained the Professional Diploma in Banking & Finance (PDipB&F).

This Certification is Suitable for

- ◆ Risk Managers and Operational risk team members.

In Collaboration with

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of Banking & Finance**

Methodology

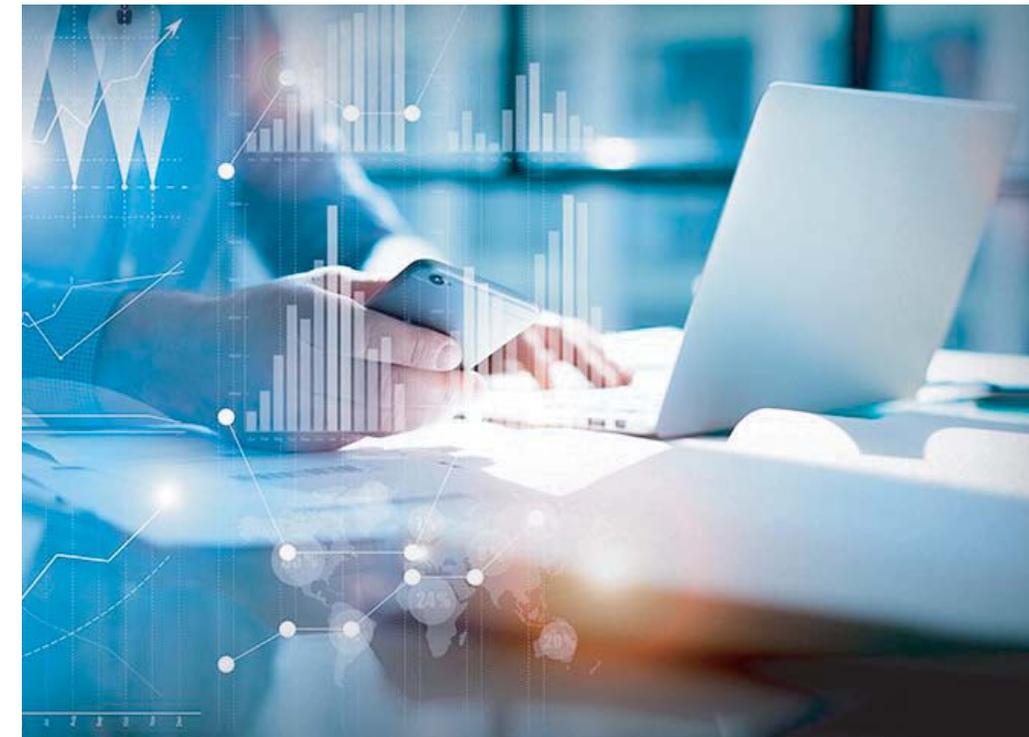


Self Study &
Examination Only

Syllabus Outline

Unit 1 - Managing Operational Risk and Governance (MOPR)

- ◆ Definition of operational risk and how it fits into the wider 'risk governance framework'.
- ◆ Overview of the key operational risks that banks face.
- ◆ How to manage operational risk from a business perspective.
- ◆ The business performance implications for poor operational risk management.
- ◆ Operational risk regulation and measurement.
- ◆ Operational risk evaluation, including improving capability, risk control and mitigation.
- ◆ Risk prioritisation, assessment, management reporting and recovery.
- ◆ IT risk management, including IT failure and cyber risks.
- ◆ Bank corporate governance frameworks, including the role of the board of directors, risk committee and other lines of defence.
- ◆ Board composition and remuneration.





BILIF EVENTS

2021 EVENTS THROWBACK

1. BILIF Rebranding Launch | 22 February 2021

On Monday, 10 Rejab 1442 corresponding 22 February 2021, Centre For Islamic Banking, Finance and Management (CIBFM) officially rebranded into Brunei Institute of Leadership & Islamic Finance (BILIF). The launching event was held at Tarindak D'Seni, Bandar Seri Begawan.



2. Cybersecurity | 23 March 2021

Brunei Institute of Leadership & Islamic Finance (BILIF) with the support of Brunei Darussalam Central Bank (BDCB) organised the Cybersecurity: Safeguarding Your Digital Assets virtually. Among the objectives of this timely webinar were to facilitate the understanding of cyber threat actors' motivations and affiliations and the undertaking of possible mitigating measures in light of rising malware and ransomware incidents and news of breached organisations being reported almost on a weekly basis.



3. BILIF Presents | 22 April, 25 August & 9 December 2021

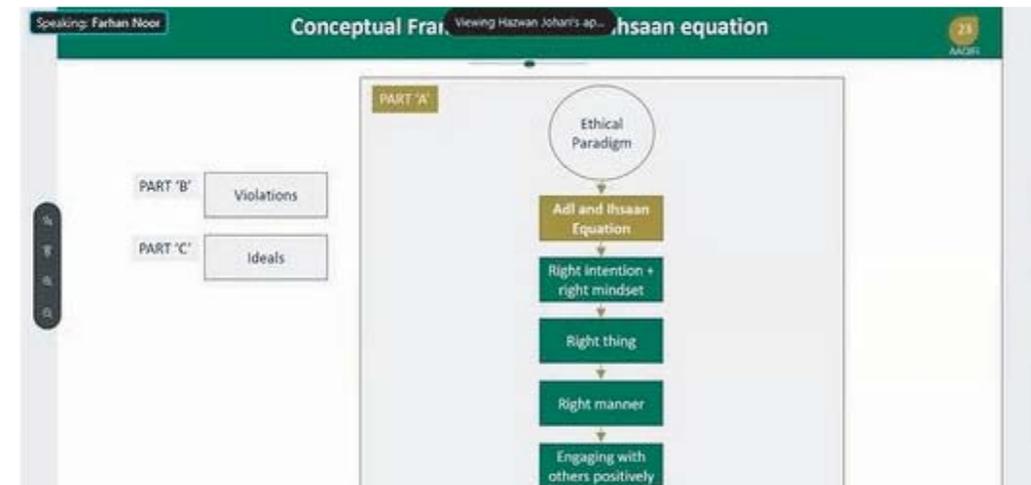
BILIF Presents is one of BILIF's platforms for professional open discussions on a myriad of topics and issues, including Islamic Finance. The platform gathers professionals in different fields, Syariah advisors, academicians, regulators, and other experts to share ideas, expertise and knowledge with their peers for the development of their organisations and respective industry.

Three instalments of BILIF Presents were held in 2021:



BILIF Presents: Envisioning Brunei as an Islamic Finance Hub | 22 April 2021

BILIF Presents: AAOIFI Code of Ethics for Islamic Financial Professionals | 25 August 2021



BILIF Presents: AAOIFI Code of Ethics for Islamic Financial Professionals Part Two | 9 December 2021

4. Brunei Darussalam Islamic Capital Market Conference (BICAM) 2021 | 2 - 3 June 2021

Brunei Institute of Leadership & Islamic Finance (BILIF), in collaboration with International Centre for Education in Islamic Finance (INCEIF), Malaysia, and with the support from Brunei Darussalam Central Bank (BDCB), organised the second Brunei Darussalam Islamic Capital Market Conference (BICAM) 2021.

Among the objectives of the conference are to discuss relevant issues and challenges in the development of Islamic capital market especially in the context of Brunei Darussalam and the strategies pertinent to promote the resiliency, sustainability and inclusivity of an Islamic capital market ecosystem as well as to share experiences of countries on the impact of capital market on economic growth. BICAM 2021 is a platform that provides exposure to Bruneian talents on their credibility and knowledge in the Islamic capital market sector. The conference also supports the Brunei Darussalam Financial Sector Blueprint's (FSBP) 2016-2025 objective of promoting the local capital market sector on both regional and global levels.



5. Boards' Executive Education (BEE) | 6 - 8 July 2021



The BEE programme is one of the many events and initiatives organized by BILIF to fulfill their role in developing the human capacity of Negara Brunei Darussalam as the Centre of Excellence for the finance industry. The BEE programme features local and regional experts with vast board experience to share their journey as well as the challenges they faced. Amongst the featured topics discussed during the event include "Corporate Governance Matters", "A Board Perspective on Business Strategy and Decision Making", and "Embedding Maqasid Syariah in Business Strategy".



6. Syariah Advisory Series | 3 August & 4 November 2021

The Syariah Advisory Series (SAS) is specially designed and exclusively formulated for Syariah advisors and Syariah board members. The objectives of SAS are, among others, to further enhance and deepen the knowledge and expertise of Syariah advisors through exposures to international practices, as well as to assist them in navigating complex and intricate issues to smoothen Syariah approval and vetting processes at the organizational level.

In the first series, discussions focused on Maqasid Syariah, Syariah fundamentals in general contracts used in Islamic finance, and regulatory considerations and legal documentation. The second instalment centred on the current state of Islamic Capital Market such as equity, fixed income instruments and derivatives and its new innovations with the latest products and instruments offered in sukuk, Islamic crowdfunding, as well as digital assets. The introduction of these new innovations in Islamic capital market leads to the increased importance of discussions on potential Syariah compliant issues that may arise.



Syariah Advisory Series I - Putting Theory into Contemporary Applications | 3 August 2021

Syariah Advisory Series II - Islamic Capital Market: Insights and New Innovations | 4 November 2021



EVENTS COMING TO YOU IN 2022

2 FEBRUARY
 BILIF Presents
 Digital Marketing:
 Making Social Media Work

3 MARCH
 BILIF –
 IsDBI Islamic Finance
 Executive Programme

4 APRIL
 BILIF Presents
 Islamic Perspective
 on Mental Health At Work

5 MAY
 HR Symposium
 with Institut Perkhidmatan
 Awam

6 JUNE
 Syariah Advisory
 Series : Pricing of Islamic
 Finance Products - A
 Syariah Consideration

7 JULY
 Boards Executive
 Education Programme

8 AUGUST
 Leadership
 Forum with ILIA

9 SEPTEMBER
 Risk Forum with IERP

10 OCTOBER
 Brunei Darussalam
 Islamic Finance Summit

11 NOVEMBER
 BILIF Presents Islamic
 Finance Standards Board

Acknowledgement Our Clients



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 BRUNEI DARUSSALAM CENTRAL BANK



Acknowledgement
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