

2019.HS

Module Name: Controlling and Business Processes in Banking	
Module Code	w.MA.XX.BCGP-M4-PIE.18HS
Module Description	In Module 4, conceptual considerations are made about adaptations at the level of business processes, underlying information, and supporting technology to improve the efficiency of a bank. Furthermore, the students become immersed in performance management and the business and financial reporting of banks and financial service companies.
Program and Specialization	Banking and Finance (PIE)
Legal Framework	Academic Regulations MSc in Banking and Finance dated 29.09.2011, Appendix to the Academic Regulations for the degree program in Banking and Finance, first adopted on 28.08.2012
Module Category	Module Type: Compulsory
ECTS	6
Organizational Unit	W Abt. Banking, Finance, Insurance Ltg.
Module Coordinator	Christoph Kley (kley)
Deputy Module Coordinator	-
Prerequisite Knowledge	Basic knowledge in the subject areas of the individual courses (typically taught in a Bachelor's degree program).
Contribution to Program Learning Goals (Affected by Module)	§ Professional Competence § Methodological Competence § Social Competence § Self-Competence
Contribution to Program Learning Objectives	Professional Competence § Knowing and Understanding Content of Theoretical and Practical Relevance § Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance § Evaluate Content of Theoretical and Practical Relevance Methodological Competence § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence § Written Communication § Oral Communication § Teamwork & Conflict Management § Intercultural Insight & Ability to Change Perspective Self-Competence § Self-Management & Self-Reflection § Ethical & Social Responsibility § Learning & Change
Module Learning Objectives	Students... § Business processes & IT: are able to analyze the potential benefits of the management of business processes in the field of customer benefit and efficiency and provide solutions; are able to analyze information technology infrastructure in order to support these processes optimally and identify optimization options (including optimization of the value chain/digitization) (sourcing); are able to evaluate different approaches to IT project management (especially requirements engineering) and IT architectures (including Fintech approaches); understand the critical role of IT support in banking; understand different sourcing strategies; understand the advantages and disadvantages of traditional approaches to application development and project management compared to Fintech approaches; apply methods for analyzing processes; apply the most important methodical elements of Lean Six Sigma to the design of processes; apply methods for the analysis of organizational structures and capacities; apply New Institutional Economics approaches (especially sourcing and Fintech projects)

	<p>§ Performance management: are able to explain the most important concepts and methods of performance management at banks; are able to use key performance indicators for the management of a bank; understand the tasks, role, and core processes of bank controlling; elaborate on the most important approaches to the management of credit, deposit, securities, and foreign exchange transactions; understand the basic methods of cost management; are able to assess the advantages and disadvantages of different approaches to planning and budgeting.</p> <p>§ Value reporting: understand the annual report and in particular the financial report as an essential part of value reporting; understand the components of an annual report and their regulatory foundations; understand the importance of international accounting for banks in Switzerland and the institutional foundations of international accounting; develop an understanding of selected accounting issues such as financial instruments, intangible assets, remuneration systems, or earnings by share and discuss their implications for financial reporting by banks; understand the prerequisites of a bank's consolidated statements and are able to carry out corresponding consolidation bookings.</p> <p>§ Finally: understand the principal elements of blockchain/smart contracts technology.</p>		
Module Content	<p>§ Business processes & IT: (1) relevance of IT, new developments in Fintech/digitization, (2) sourcing, IT strategies, IT platforms, blockchain (3) development models in IT/IT business alignment/requirements management, (4) reorganization case/contextual processes, organizational structures, capacity management/New Institutional Economics; (5/6) KreditSim simulation day, 6-Sigma</p> <p>§ Performance Management: (1) Principles of performance management, (2) Management of the credit and deposit business, (3) Performance management of securities and currency transactions, (4) Cost management of banks, (5) Planning and forecasting, (6) Performance measurement and compensation design</p> <p>§ Value reporting: (1) accounting in Swiss banks, (2) components of annual reports/international accounting principles, (3) accounting using financial tools, (4) goodwill and other intangible assets, earnings per share, cash flow statement, (5) employee remuneration/segment reporting/interim reporting, (6) consolidated financial statements</p>		
Links to other modules	The content of this module is linked to the following module: w.MA.XX.MVF-M2-PiE.18HS		
Methods of Instruction	<p>§ Lecture</p> <p>§ Interactive Instruction</p> <p>§ Application Tasks</p> <p>§ Case Studies</p> <p>§ Exercises</p> <p>§ Problem-Oriented Teaching</p> <p>§ Process simulation</p>	Social Settings Used: -	
Digital Resources	Reader		
Type of Instruction	Classroom Instruction	Guided Self-Study	Autonomous Self-Study
Lecture	72 h	30 h	
Excercise	-	-	
Project Work	-	-	
Seminar	-	-	
Total	72 h	30 h	78 h
Performance Assessment			
End-of-module exam	Form	Length (min.)	Weighting
Written exam	Open book	60	100.00 %
Permitted Resources	Approved calculator according to "Guidelines on Supplementary Materials"	With dictionary	
Others			
	Assessment	Length (min.)	Weighting
Participation in KreditSim process simulation	Pass/Fail	-	-
Students are not allowed to revise and resubmit performance assessment tasks.			
Classroom Attendance Requirement	Compulsory attendance on day of simulation (KreditSim)		
Language of Instruction/Examination	English		
Compulsory Reading	<p>§ Lunau, S. (2014). Six Sigma+Lean Toolset – Mindset zur erfolgreichen Umsetzung von Verbesserungsprojekten. 5th edition. Berlin/Heidelberg: Springer Gabler. The book is available online (free from ZHAW Springer Online). ISBN 978-3-662-44614-0.</p> <p>§ Reader, lecturer notes, exercises</p>		
Recommended Reading	§ Details from lecturer at the start of the semester.		
Comments	-		