

2019.HS

Module Name: Controlling and Business Processes in Banking	
Module Code	w.MA.XX.BCGP-M4.18HS
Module Description	In Module 4, conceptual considerations are made about adaptations at the level of business processes, underlying information, and the supporting technology that can improve the efficiency of a bank. Furthermore, students become immersed in the performance management and business and financial reporting of banks and financial services providers.
Program and Specialization	Banking and Finance
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	Fundamental knowledge of the topics of the individual courses (typically acquired in a Bachelor's 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: Students can analyze the potential uses of the management of business processes at the intersection of customer use and efficiency, and they can propose suitable solutions; they can analyze the IT technological infrastructure with regard to providing optimum support for these processes and options for their optimization (including the optimization of the value chain / digitization) (sourcing); they can evaluate various approaches of IT project management (in particular requirement engineering) and of IT architectures (including Fintech approaches); they understand the critical role of IT support in banking; they understand different sourcing strategies; they understand the benefits and drawbacks of traditional approaches to application development and project management compared to Fintech approaches; they apply methods to analyze processes; they apply the main methodological elements of Lean Six Sigma to design processes; and they apply methods to analyze organizational structures and capacities; they apply approaches of the new institutional economics (in particular with regard to sourcing and Fintech projects). Finally, they understand the principal elements of blockchain/smart contracts technology.

	<p>§ Performance management: Students 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; 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, can implement an effective performance measurement, and design adequate variable compensation schemes</p> <p>§ Value Reporting: Students understand annual statements, and in particular financial statements, as an essential part of value reporting; they know the elements of an annual statement and its regulatory framework; they know the significance of international accounting for banks in Switzerland and the institutional foundations of international accounting; they develop an understanding of specific aspects of accounting such as financial instruments, intangible assets, compensation systems, and earnings per share, and are able to discuss their implications for the financial reporting of banks; they know the requirements of a bank's consolidated accounts and are able to make the necessary consolidation bookings.</p>		
Module Content	<p>§ Business Processes & IT: (1) Relevance of IT, new developments of Fintech/digitization, (2) Sourcing, IT strategies, IT platforms, blockchain / smart contracts technology, (3) Development models in IT / IT business alignment / requirements management, (4) Reorganization case / related processes, organizational structures, capacity management / new institutional economics; (5/6) CreditSim 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 of Swiss banks, (2) Elements of annual statements / Principles of international accounting, (3) Balance statements and financial instruments, (4) Goodwill and other intangible assets, earnings per share, cash flow statements, segment reporting / interim reporting, (6) Consolidated statements</p>		
Links to other modules	The content of this module is linked to the following module: w.MA.XX.MVF-M2.18HS		
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 exercise</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 CreditSim process simulation exercise	Pass/Fail	-	-
Students are not allowed to revise and resubmit performance assessment tasks.			
Classroom Attendance Requirement	Attendance of simulation exercise (CreditSim) is compulsory		
Language of Instruction/Examination	German		
Compulsory Reading	<p>§ Lunau, S. (2014). Six Sigma+Lean Toolset – Mindset zur erfolgreichen Umsetzung von Verbesserungsprojekten. 5th edition. Berlin/Heidelberg: Springer Gabler. ISBN 978-3-662-44614-0. The book is available online (free of charge: ZHAW Springer Online).</p> <p>§ Reader, lecturer's script, exercise tasks</p>		
Recommended Reading	§ To be communicated by the instructor at the start of the semester		
Comments	-		