



AIT
Asian Institute of Technology

Professional Master's in Banking and Finance

Batch 8

Start date: August 2021

One-year master's degree for
bankers & financiers

**School of
Management**

**Towards Creative Global
Leaders of Tomorrow**

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10 Good Reasons for Choosing PMBF

- 1. Sharpen your Strategic Thinking** PMBF is designed as a program that will enhance your knowledge of emerging trends in the banking and finance industry and how to respond strategically to these trends. You will find yourself wearing a business leader's hat while learning with faculty who will challenge and sharpen your strategic thinking.
- 2. Earn a degree that is recognized in the government, public and private sectors across countries** PMBF is a degree awarded by the Asian Institute of Technology (AIT), an international institute of higher learning. Your degree is recognized for government, public, and private sector appointments in most countries in the region.
- 3. Earn a degree while continuing in your job** PMBF is designed and delivered to suit your needs as working executives in the banking industry in the region. Classes will be on weekends and weekday evenings using a combination of different modes of delivery
- 4. Earn a master's degree in one year** PMBF is designed to leverage your experience. The contents focus on what is important for practicing managers in the industry. This allows the exclusion of many introductory courses and optimizes your time to earn a master's degree.
- 5. Immerse in a curriculum that is contextually relevant** PMBF program's contents combine universally accepted frameworks with business realities of the regional context. Case studies and illustrations will be from regional markets which will ensure relevance in your learning.
- 6. Learn in an international environment** PMBF offers you an opportunity to study in an international environment with your peers from the region and develop strong professional networks.
- 7. Learn in the company of high potential peers** PMBF's selection process is designed to ensure that you learn in the company of high performing and high potential peers in the industry.
- 8. Benefit from a practice-oriented program** PMBF will offer you an opportunity to learn with academics and practicing managers, including serving CEOs of banks in the region.
- 9. Build valuable professional networks** PMBF will provide opportunities to interact with industry leaders through the Distinguished speakers series (visit our YouTube channel: *Banking and Finance at AIT* for some of the recent talks hosted by the program) and connect with AIT's large and influential alumni network.
- 10. Build enduring personal and professional capabilities** PMBF is designed to enhance both your personal and professional development through leadership style assessment and mentoring opportunities with senior industry professionals.

**A PROGRAM DESIGNED TO ENHANCE STRATEGIC THINKING AND
PERFORMANCE OF EXPERIENCED AND HIGH POTENTIAL
PROFESSIONALS IN BANKING AND FINANCIAL SERVICES INDUSTRY**

Is PMBF for you?

What does AIT look for in applicants to its Professional Master's?

Length and quality of work experience matters. Organizational background matters. Potential for future leadership roles matters.

- Participants must be accomplished professionals with a track record of on-job performance.
- Employer's endorsement will be given weightage for participants who are sponsored by their employers
- Those with professional qualifications in banking and relevant managerial experience even without a bachelor's degree are strongly encouraged to apply. Admission to AIT's professional master's gives substantial weightage to managerial experience. Possession of additional degrees such as bachelors and other master's are also valued as admission criteria
- Proficiency in English - IELTS scores of 6.0 (or higher) or pass the AIT English Entry Test. Applicants with substantial work experience of working in an environment that uses English will find it convenient to take the AIT English language test. This can be done any time before graduating from the program.

Dean's message

Dr. Roger Levermore



Our management programs help prepare students to become executives who have the intellectual curiosity and associated skills necessary to meet the complexities of our changing world.

I believe in the power of education in transforming students' lives and impacting the communities that they engage with during and after their studies. To do that, experiential learning and analysis are the foundation for good business practice, and both serve as the basis of our curriculum.

Program Director's message

Dr. Sundar Venkatesh



The Professional Master's (PMs) is an innovation pioneered by AIT. In more than 10 years since PMs were launched, AIT has created several offerings to cater to the needs of various categories of professionals.

The PMs are designed for practicing professionals and delivered by a team that blends theory and practice for a deep and practical learning experience.





About AIT

A truly international institution of higher learning

www.ait.ac.th

The Asian Institute of Technology (AIT) promotes technological change and sustainable growth and development in the Asia-Pacific region through higher education, research, and outreach.

Founded in Bangkok in 1959, AIT is a leading international institution of higher learning that is actively working with public and private sector partners throughout the region and with some of the top universities in the world.

AIT's degrees are recognized globally by employers across sectors. As a participant and as an alumnus, you will be part of a large international community of learners and leaders. Faculty in AIT come from across 25 countries and participants from over 40 countries.

The Times Higher Education Rankings, which looks at global universities' commitment and performance in furthering the United Nations' Sustainable Development Goals (SDGs) just ranked the Asian Institute of Technology in the top 20 universities globally.

About School of Management -AIT

Developing Creative Global Leaders

www.som.ait.ac.th/about-som

The School of Management was established in 1987 to meet the growing needs in Asia for graduate management education. In line with AIT's mission, our goal within the School of Management is to impact the quality of management education and practices in the Asia-Pacific region, and around the world, to promote sustainable development, technological leadership, entrepreneurial spirit, wealth creation, and pride. The school prepares corporate leaders to face the most pressing social, economic, political, and technological challenges of our time.

In the latest QS Global MBA Rankings 2021, released on September 23, the AIT Master of Business Administration (MBA) program ranks #14 in Asia and #1 in Thailand.

Professional Master's

An education innovation from AIT designed and delivered for practicing managers

The Professional Master's (PM) is an innovation pioneered by AIT. It is a one-year master's degree that recognizes and builds on the experience of participating professionals.

All Professional Master's programs are taught by a team of academics and practitioners. Academic faculty provide a solid foundation of relevant theory and frameworks. Professional practitioners, with experience in teaching, add a significant practical dimension to the program.

Participants are industry professionals who are preparing themselves for leadership roles in their organizations. A good bachelor's degree is a requirement for entry but can be waived for suitably experienced professionals. English language proficiency is necessary. The PMs attract participants from across the region providing valuable cross-country networking and knowledge-sharing opportunities.

Program delivery is through a blend of innovative tools and techniques that factor in the current pandemic-induced restrictions.

Professional Master's in Banking and Finance (PMBF)

A well-curated program that helps emerging industry leaders cultivate a strategic mindset

PMBF aims to empower professionals in banking and financial services with strategic thinking to meet current and emerging challenges arising from the fast-changing business and technological environment in the banking and finance industry.

Key focus areas include:

- How to decode and respond strategically to significant changes in the economic and social environment
- Analyzing and designing new business models to gain a competitive edge
- Identifying emerging revenue streams
- Analyzing the role of partnerships in value creation for customers
- Anticipate and respond to evolving regulations and
- Exploit the potential of technology to enhance the competitiveness of business

At the end of the program, participants will be able to

- Understand and evaluate broad trends in the banking and financial services industry and assess the impact of such trends on their business
- Evaluate and apply management tools and techniques in the context of the banking and financial services industry
- Think and respond strategically to the challenges and opportunities in the industry



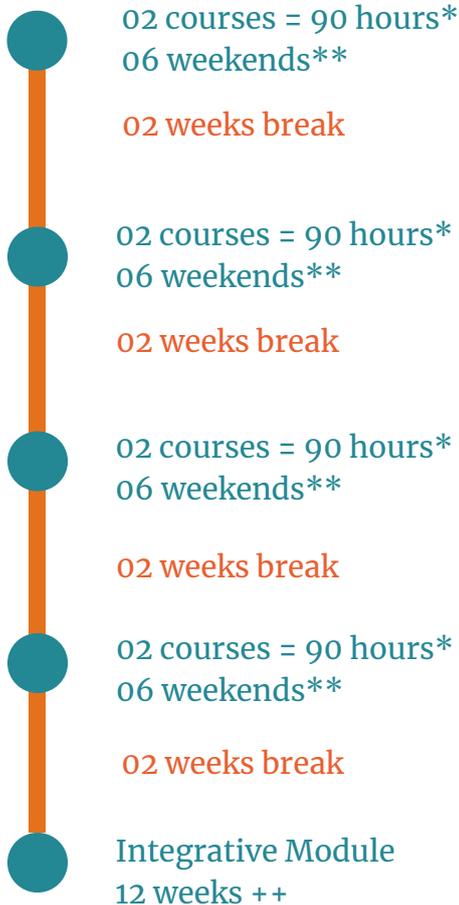
Structure of the Program

- The program will be delivered in 03 modules. Each module will feature the 03 themes:
 - The Environment,
 - The Organization, and
 - The Self
- Under the **Environment** theme participants will explore different aspects of the environment in which the banking and financial services industry operates. Such aspects include economy, society, technology, markets, and regulation. Participants will learn to analyze how changes in the environment impact their business.
- Under the **Organization** theme participants will develop their strategic thinking on matching organizational resources to opportunities on the outside and deliver on results that matter to stakeholders.
- Under the **Self** theme, the learning will focus on the self, in both individual and relational dimensions. Self-awareness, managing interpersonal and inter-organizational relationships will feature as prominent learning objectives under this theme.
- Each module will feature one course from each theme.
- In addition, the program will feature the CEO and Tech talk series which will feature high-profile, industry leaders. Participants will have an opportunity to interact with the speakers and also network with other attendees including prominent AIT alumni.
- The overall integration of program learning will be either through a work-based research project or through a pair of appropriate elective courses.



	The Environment	The Organization	The Self	Thought Leadership series	
Module 1	<p>Macro Economics</p> <p>3 credits/ 45 class hours</p> <p>With focus on understanding macroeconomic indicators, implications of macroeconomic policies for the industry and analyses of some prominent crises</p>	<p>Financial Management</p> <p>3 credits/ 45 class hours</p> <p>With focus on understanding, analyzing and managing financial performance of banks and client organizations</p>	<p>Strategy & Leadership</p> <p>3 credits/ 45 class hours</p> <p>With focus on self-diagnosis of leadership style, teamwork, people management for driving strategic change in organizations</p>	CEO Talk series	
Module 2	<p>International Finance</p> <p>3 credits/ 45 class hours</p> <p>With focus on International Financial markets</p>	<p>Banking</p> <p>3 credits/ 45 class hours</p> <p>with focus on Managing for Profitability and Competitiveness, Managing Inter Organizational relationships and Managing brands and services</p>	<p>Contemporary themes (one from among the courses below)</p> <p>Fintech: Opportunities and Challenges</p> <p>Digital Transformation: Making it work in banks</p> <p>Introduction to Business Analytics</p> <p>Big Data Analytics</p> <p>3 credits/ 45 class hours</p>		Tech Talk series
Module 3	<p>Financial Regulation & Supervision</p> <p>3 credits/ 45 class hours</p> <p>With focus on Basel Norms, Changing nature of provisioning, Regulation of non-bank players and facilitation of innovation</p>	<p>Risk Management</p> <p>3 credits/ 45 class hours</p> <p>With focus on Credit, market, liquidity, operation and cyber risks including a module on Future of Banking Operations and open banking</p>	<p>Preparing for Integrative module</p>		

Program Timeline



Total: 40 weeks ++

* (60 hrs of live sessions + 30 hrs of Reflection, Peer-to-Peer & Self-Learning)

** Friday: 02-03 hrs
Saturday: 02-03 hrs + 02-03 hrs
Sunday: 02-03 hrs + 02-03 hrs

Learning Highlights/ Key Questions to be Explored in each Topic

Module 1: 03 courses Economics, Society, and Technology

How does the state of the economy affect the banking and financial services industry? How do economic indicators convey information about the state of the economy? How are changing customer preferences and choices affect the business of banking and financial services? How is technology empowering customers by giving them greater access to information and more choices?

Managing for Profitability and Competitiveness

What are trends in ROE and ROA of the banking and financial services industry, especially in the region? What is the emerging nature of competition in the industry? What investments are companies in the industry having to make to remain competitive? What have been the drivers of profitability and competitiveness in different segments of the markets that the industry serves? How can companies in the industry be managed for improved profitability and competitiveness?

Managing the Self and Interpersonal Relationships

What are the strengths and weaknesses of my leadership style? How effective am I in adapting my leadership style to suit the context and needs of my team members? How can I enhance my team building and team management skills? How effective are my communication and time management skills? Am I creating an environment in which my team members can perform at their best?



Module 2: 03 courses Financial Markets

What are the characteristics of Stocks, Bonds, and Currency markets? How do these financial markets operate? What are the implications of these markets for banks, financial institutions, and corporations? Who are the intermediaries in these markets and what are their business models? How do these markets price risks and do valuations?

Managing Digital Transformation

What are the implications of technology such as AI, Blockchains, and Big Data for banks and financial institutions? How is fintech reshaping the landscape of banks and financial services? What are the emerging roles of banks and financial institutions in the age of digital? How has the coming of digital redrawn the boundaries between lifestyle and financial services? How have customer expectations about cost, quality, and convenience been reshaped by digital? How to compete and how to cooperate to manage the transformation? What are some of the change management challenges?



Managing Interorganizational Relationships

What are the characteristics of strategic partnerships? What is the role of strategic partnerships in the banking and financial services industry? How can banks and financial service companies leverage strategic partnerships to boost their revenues and profits? How has the coming of digital into the industry nurtured new models of strategic partnerships?

Module 3: 03 courses

Financial Regulation and Supervision

What are trends in financial regulation and supervision? Is regulation enabling more entrants and competition into the industry? How is regulation dealing with the emergence of technology and non-bank players who provide banking services? What are the implications of emerging capital-related regulations and risk provisioning? How can banks strategically benefit from the emerging regulations that allow for new business and revenue models?

Managing Risks

How to define a structure and approach for risk management in banks and financial institutions? What are the important tools of credit risk management? How best to apply tools of credit risk management across retail, SME, MSME, corporate and large corporates? What are special risks in the project financing business? What are key sources of operational risks in modern banking? What is the learning from case studies of large-scale bank fraud from countries in the region? What is cyber risk? How to develop a managerial understanding of cyber risk and mitigate against it? What is a mark to market? What are related IFRS rules? How do banks and financial institutions measure and mitigate market risks?

Preparing for Integrative Module

Participants who plan a workplace-based project will work on identifying and defining the scope and objectives of the project. Alternatively, if participants choose to study a pair of electives, they will research to identify suitable themes of their choice for inclusion in the list of electives.



Integrative Module

The integrative module provides a choice of either two electives or a workplace-based project. Given the limited batch sizes that the program works with, the choice of electives will be based on a consensus within the participant group.

It is also likely that most participants choose to conduct a workplace-based project, in which case no electives may be offered. The curriculum leaves this open-ended for participants to choose in consultation with the Program Director.

Pedagogy and Assessment

The pedagogy and assessment are tailored to suit the needs of experienced learners. The pedagogy is designed to:

- Acknowledge and build on the experience of learners
- Provide an environment for free thinking and sharing
- Respect individual points of view
- Be challenging and constructively critical
- Promote active participation
- Evolve in response to participant feedback

In line with this, the pedagogy emphasizes the practical side of knowledge built on a strong logical and conceptual foundation. Learning from each other, rather than only from the faculty, is the preferred mode. Practitioners form a significant part of the faculty. Current case studies and talks on best practices will help deepen participants' learning.

As an international institute of higher learning, AIT's pedagogy acknowledges cultural diversity across participants. Faculty adapt accordingly.

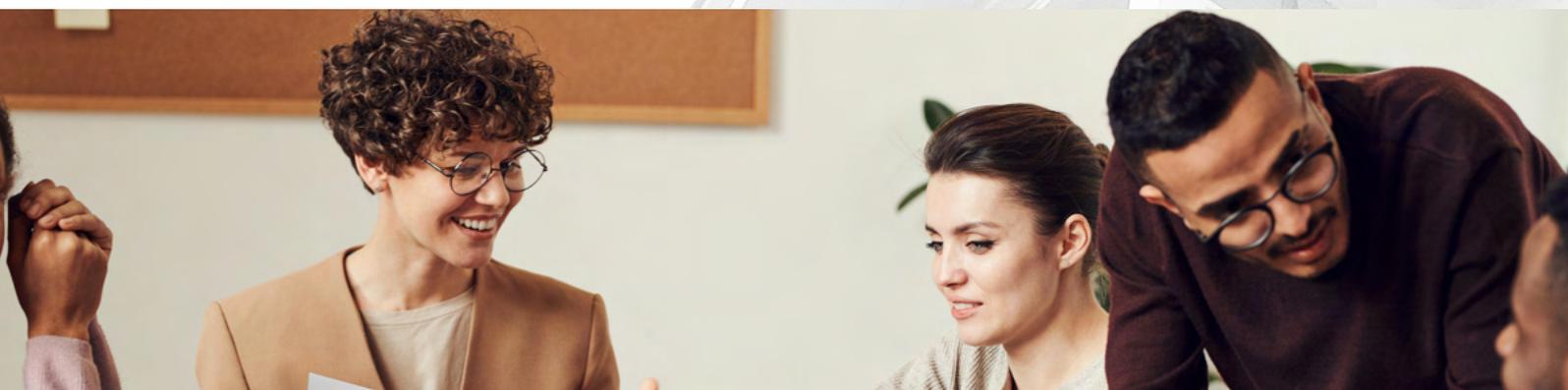
Participants' learning in each course will be assessed by a combination of exams, contributions to class discussions, assignments, reports and case analyses.

Delivery of the Program

The program will be delivered using a combination of methods such as interactive self-learning, live classroom, face-to-face classroom either in AIT campus in Thailand, AIT Vietnam, or at other locations depending on the travel restrictions.

Each course (except the integrative module) will be delivered over 3 to 4 weeks. Approximately, this translates into 12 to 15 hours of class work per week, on average. The Program Director will be in constant touch with participants and faculty to work out the schedule for each week and for each course.

All courses will be delivered in a face-to-face mode. Face-to-face delivery can be either in-class or on zoom/MS Teams. In-class delivery can be in participants' host country, in AIT's campus in Thailand or Vietnam (www.aitvn.asia/about-us/) or in AIT's partner institution campus in Dubai. Given the current pandemic induced international travel restrictions, decisions about in-class delivery will be made by the Program Director in consultation with all participants and their sponsoring organizations. The Integrative Module is expected to be in class. The program will attempt to provide options for participants to attend all or part of the integrative module on campus, taking into account the participants' work schedules.



Faculty

The program is designed to be delivered by both academics and professional practitioners. Please write in for a discussion with one or more of our faculty.

Fees

- For details of fees and financing options please write to som_pm@ait.ac.th or to the Program Director at svenkat@ait.ac.th
- AIT offers merit-based partial fellowships. Award of fellowships depends on evaluation of applications.
- Special fees apply to corporate and apex industry organizations who enter into longer-term agreements with AIT for sponsoring participants.

- Participants and sponsoring organizations are encouraged to write in for discussions about many of AIT's easy payment plans. Participants applying through IBSL, Sri Lanka can pay their fees in 4 installments
- Travel tickets and accommodation for campus-based learning are not included in the fees. AIT offers subsidized student accommodations and executive accommodations at competitive rates. The AIT campus has several restaurants serving different types of cuisine and halal good. Click [here](#) for a campus tour of AIT.

Scan QR code to apply or click [here](#)



Contact us

Contact us at som_pm@ait.ac.th to start a conversation.

Main campus:

P.O. Box 4, 58 Moo 9, Km. 42, Paholyothin Highway, Klong Luang, Pathum Thani 12120, Thailand

Bangkok campus:

Column Tower (15th Floor), Sukhumvit Soi 16, Khlong Toei, Wattana, Bangkok, 10110, Thailand

