

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

Course Description: Management of Financial Institutions

1- Basic Information:

Course Name	Management of Financial Institutions
Course ID	BFB604
Contact Hours (Registered Sessions)	24
Contact Hours (Synchronized Sessions)	24
Mid Term Exam	-
Exam	75 min
Registered Sessions Work Load	48
Synchronized Session Work Load	18
Credit Hours	5
Course Level	6

2- Pre-Requisites:

Course	ID
Principles of Financial Management	BFB401

3- Course General Objectives:

The course aims to provide students with skills and knowledge to help them analyze and interpret various types of problems facing commercial banks, and expand their understanding of management of these banks, both in terms of funds sources or use of funds, especially in the area of credit facilities and investment in securities and the establishment of financial portfolios.

The course also aims to provide students with necessary knowledge and skills to analyze the relationship between commercial banks and Central Bank, which plays the role of director of banks through possession of control tools on funds sources of commercial banks and uses of their funds.

The objective of the course also extends to providing students with the skills and knowledge necessary to evaluate the performance of investment companies and investment funds managed by these companies.

The objective of the course is to provide students with the necessary skills and knowledge to evaluate the performance of insurance companies, explain their behavior, and analyze their supervisory activities.

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

4- Intended Learning Outcomes (ILO): After successfully completing the course, the student will be able to:

Code	Intended Learning Outcomes
ILO1	Describes of commercial banks, and determines their characteristics, objectives and analyzes their relationship with the Central Bank, and also assesses the tools used by the Central Bank to control the investment capacity of commercial banks.
ILO2	Explains the management of commercial banks to their obligations identifies the different types of strategies that commercial banks can follow to develop their deposits, evaluates these strategies and judges their efficiency.
ILO3	Explains the management of commercial bank deposits, identifies the different types of deposits established and managed by commercial banks, and evaluates their strategies to attract deposits and judges their efficiency.
ILO4	Describes the process by which commercial banks provide loans to their customers, analyzes the various major credit policies, and evaluates the loan portfolio in terms of its components, size, profits and risks that may result from it.
ILO5	Determines the nature of investment in securities and distinguishes between investment in securities and investment in loans, as well as the comparison between investment in stocks and investment in bonds, and evaluates the main investment policies in securities and judges their efficiency.
ILO6	Describes the Bank's investment portfolio, defines its various objectives, evaluates the policies followed by banks in managing their investment portfolios and criticizes these policies.
ILO7	Discusses the activities of commercial banking supervision, describes their tools, compares the previous supervision with the following supervision, assesses the efficiency of the regulatory process and proposes practical solutions to improve the efficiency of this process.
ILO8	Describes investment companies, identifies their types, compares their various forms, researches the types of investment funds they manage, and deduces the most important advantages of investing in investment companies.
ILO9	Analyzes the components of organizational structure of investment companies, explains how they are managed, researches the legislation governing their management, and evaluates the performance of these companies.
ILO10	Determines the reasons for emergence of insurance companies and interprets the philosophy underlying insurance process, distinguishes between different forms of insurance companies, and evaluates their functions and judges the legislation governing their work.
ILO11	Discusses the main areas of insurance, compares the activities of life insurance companies and general insurance companies, explains the insurance documents and distinguishes them.
ILO12	Identifies the risks facing insurance companies, evaluates investment policies of these companies, analyzes their insurance policies and examines the underlying principles.

5- Course Syllabus (24 hours of total Recorded Sessions , 24 hours of total synchronized sessions)

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
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Syrian Virtual University		الجامعة الافتراضية السورية

- **RS:** Recorded Sessions; **SS:** Synchronized Sessions;

ILO	Course Syllabus	RS	SS	Type	Additional Notes
ILO1	Commercial banks and their relationship with the Central Bank <ul style="list-style-type: none"> • The concept of commercial banks and their development • Attributes of commercial banks • Objectives of commercial banks • The concept and functions of the Central Bank • The Central Bank control of investment capacity of commercial banks 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	View the most important decisions of Central Bank of Syria affecting the investment power of commercial banks
ILO2	Liabilities management of commercial banks: Financial resources development strategy <ul style="list-style-type: none"> • Types of financial resources development strategies ✓ Development of primary deposits ✓ Generating derivative deposits ✓ Capital ✓ Retained earnings ✓ Loans ✓ Reduction of legal reserve • Evaluation of financial resources development strategies ✓ Cost of funds ✓ Amount of funds 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.
ILO3	Liabilities management of commercial banks: Deposits development strategies <ul style="list-style-type: none"> • Types of bank deposits ✓ Current deposits ✓ Savings deposits 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	<ul style="list-style-type: none"> ✓ Term deposits • Basic strategies to attract deposits ✓ Price competition ✓ Non - price competition • Evaluate deposits attracting strategies 				
ILO4	Asset management: Lending policies <ul style="list-style-type: none"> • What is investment in loans? • Key lending policies • Analyze available data about client • Negotiate with client • Follow up on defaulting clients 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.
ILO5	Investment policies in securities <ul style="list-style-type: none"> • The nature of investment in securities ✓ The difference between investing in securities and investing in loans ✓ The difference between investing in stocks and investing in bonds • Attractive securities for banks • Principal securities investment policies ✓ Use of securities as guarantee ✓ Extent of risk ✓ Due date ✓ Risk control and valuation of investments in securities 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.
ILO6	Asset management: The Bank's portfolio objectives <ul style="list-style-type: none"> • What are the objectives of the portfolio ✓ Rate of return on investment in 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices	Review exercises before the session.

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	the portfolio ✓ Liquidity of the portfolio ✓ Avoid bankruptcy ✓ Maintain a good relationship with top depositors • Policies governing portfolio management ✓ Distribution of portfolio allocations ✓ Diversification of portfolio components			<input type="checkbox"/> Others	
ILO7	Controlling the activities of commercial bank • Pre-control of commercial bank activity ✓ Pre-control of liquidity ✓ Pre-control of profitability ✓ Pre-control to avoid capital losses • Post-control of commercial bank activity ✓ Comparative Financial statements ✓ Statements of resources and uses ✓ Financial ratios	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.
ILO8	Investment companies and investment funds they manage • The concept of investment companies and their importance • Classification of investment companies ✓ Investment Unit Deposits ✓ Managed investment companies ✓ Guaranteed investment	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	View organizational structures of investment companies Review exercises before the session.

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	companies <ul style="list-style-type: none"> • Classification of investment funds • Advantages of investing in investment companies 				
ILO9	Investment companies management and methods of evaluating their performance <ul style="list-style-type: none"> • Organizational structure of investment companies • How to manage investment companies ✓ Investment policies ✓ Investment costs ✓ Methods of buying shares ✓ Client account management • Legislation governing the management of investment companies • Evaluate the performance of investment companies 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.
ILO10	Insurance companies and how to manage their activities <ul style="list-style-type: none"> • The emergence and definition of insurance • Philosophy of insurance • The basic elements of the insurance process • The concept of insurance companies and conditions of insurance service practices • Types of insurance companies • Main functions of insurance companies • Legislation governing the 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	insurance companies				
ILO11	The main areas of insurance and savings role <ul style="list-style-type: none"> Life insurance companies Lifetime insurance policies General insurance companies Differences between insurance companies and other companies 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.
ILO12	Policies governing the activity of insurance companies <ul style="list-style-type: none"> Insurance companies risks Investment policies in insurance companies Insurance policies Conditions of insurance process safety Basic principles governing the insurance contract 	2	2	<input checked="" type="checkbox"/> Exercises <input checked="" type="checkbox"/> Assignments <input type="checkbox"/> Seminars <input type="checkbox"/> Projects <input type="checkbox"/> Practices <input type="checkbox"/> Others	Review exercises before the session.

6- Assessment Criteria (Related to ILOs)

ISC	Interactive Synchronized Collaboration	Ex	Exams	Rpt	Reports
PF2F	Presentations and Face-to-Face Assessments	PW	Practice Work		

ILO Code	ILO	Intended Results	Assessment Type				
			ISC	PW	Ex	PF2F	Rpt
ILO1	Describes of commercial banks, and determines their characteristics, objectives and analyzes their relationship with the Central Bank, and also assesses the tools used by the Central Bank to control the investment capacity	- Distinguishing between commercial banks and central bank. - Analysis of the investment capacity of	X		X		

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
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Syrian Virtual University		الجامعة الافتراضية السورية

	of commercial banks.	commercial banks. - Evaluating the tools used by central bank.					
ILO2	Explains the management of commercial banks to their obligations identifies the different types of strategies that commercial banks can follow to develop their deposits, evaluates these strategies and judges their efficiency.	- Distinguishing between primary and derivative deposits. - Comparing financing through retained earnings with financing through loans. - Analyzing the cost of funds obtained by banks.	X	X	X		
ILO3	Explains the management of commercial bank deposits, identifies the different types of deposits established and managed by commercial banks, and evaluates their strategies to attract deposits and judges their efficiency.	- Distinguishing between different types of deposits in the banks. - Comparing price competition with non-price competition.	X	X	X		
ILO4	Describes the process by which commercial banks provide loans to their customers, analyzes the various major credit policies, and evaluates the loan portfolio in terms of its components, size, profits and risks that may result from it.	- Distinguishing between different types of loans. - Analyzing available data on bank's customers. - Distinguishing between a defaulting customer and a non-defaulting customer.	X	X	X		
ILO5	Determines the nature of investment in securities and distinguishes between investment in securities and investment in loans, as well as the comparison between investment in stocks and	- Distinguishing between investments in securities and investments in loans.	X	X	X		

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Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

	investment in bonds, and evaluates the main investment policies in securities and judges their efficiency.	<ul style="list-style-type: none"> - Analyzing returns on investment in securities. - Evaluating the investment risks in securities. 					
ILO6	Describes the Bank's investment portfolio, defines its various objectives, evaluates the policies followed by banks in managing their investment portfolios and criticizes these policies.	<ul style="list-style-type: none"> - Analyzing the returns of the bank's investment portfolio. - Evaluating the diversification of bank's investment portfolio. - Predicting the risks of bank's investment portfolio. 	X	X	X		
ILO7	Discusses the activities of commercial banking supervision, describes their tools, compares the previous supervision with the following supervision, assesses the efficiency of the regulatory process and proposes practical solutions to improve the efficiency of this process.	<ul style="list-style-type: none"> - Evaluating the tools of pre-controlling bank's activities. -- Evaluating the tools of post-controlling bank's activities. - Comparing pre-controlling and post-controlling bank's activities. 	X	X	X		
ILO8	Describes investment companies, identifies their types, compares their various forms, researches the types of investment funds they manage, and deduces the most important advantages of investing in investment companies.	<ul style="list-style-type: none"> - Determine the difference between investment companies and other types of business. - Comparing the different types of investment companies. - Evaluating the performance of investment funds. 	X	X	X		

Syrian Arab Republic	 الجامعة الافتراضية السورية SYRIAN VIRTUAL UNIVERSITY	الجمهورية العربية السورية
Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

ILO9	Analyzes the components of organizational structure of investment companies, explains how they are managed, researches the legislation governing their management, and evaluates the performance of these companies.	<ul style="list-style-type: none"> - Establish an organizational structure for an investment company. - Evaluating the performance of an investment company. - Discussing the management of investment companies. 	X	X	X		
ILO10	Determines the reasons for emergence of insurance companies and interprets the philosophy underlying insurance process, distinguishes between different forms of insurance companies, and evaluates their functions and judges the legislation governing their work.	<ul style="list-style-type: none"> - Distinguishing between different types of insurance companies. - Determine the elements that underlie the insurance process. - Searching for insurance companies jobs. 	X	X	X		
ILO11	Discusses the main areas of insurance, compares the activities of life insurance companies and general insurance companies, explains the insurance documents and distinguishes them.	<ul style="list-style-type: none"> - Evaluating an insurance policy issued by an insurance company. - Determine the difference between life insurance policies and other insurance policies. 	X	X	X		
ILO12	Identifies the risks facing insurance companies, evaluates investment policies of these companies, analyzes their insurance policies and examines the underlying principles.	<ul style="list-style-type: none"> - Predicting the risks of insurance companies. - Analyzing the principles underlying insurance companies. 	X	X	X		

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Ministry of Higher Education and Scientific Research		وزارة التعليم العالي والبحث العلمي
Syrian Virtual University		الجامعة الافتراضية السورية

7- Practice Tools:

Tool Name	Description
-	-

8- Main References

- 1- Saunders, A. & Cornett, M.M., (2017), Financial Institutions Management: A Risk Management Approach, McGraw-Hill Education; 9 editions.
- 2- Mishkin, F.S., & Stanley G. Eakins, S.G., (2018), Financial Markets and Institutions, 10th Ed. Pearson, London.

9- Additional References

- 1- Hull, J., (2018), Gestion des risques et institutions financières, 5e éd Pearson France.
- 2- Duport, N., Fina, E., & Goyeau, D., (2018), Diversification des institutions financières et risque systémique: la prise en compte des risques extrêmes, *Revue économique*, Vol. 69, No. 3, pp. 477-504.
- 3- Bernanke Ben S. (2007). Financial regulation and Invisible hand, at the New York University Law School, on 11th April 2007
<http://www.federalreserve.gov/newsevents/speech/bernanke20070411a.htm2>.
- 4- Bernanke Ben S. (2008). Risk Management in Financial Institutions
<http://www.federalreserve.gov/newsevents/speech/bernanke20080515a.htm>