

AWARD IN INTERNATIONAL CASH MANAGEMENT

SYLLABUS

ACT

TREASURY
EXCELLENCE
AS STANDARD

BUILDING FUTURES

INTRODUCTION

SUMMARY

The Award in International Cash Management (AwardICM) qualification is suitable for bankers and treasury staff who require an understanding of the essentials of international cash management.

It has an intended duration of three to six months and can be completed alongside full-time employment. The mode of study is online, supplemented with recorded webinars, progress tests and other tools. You will be a Student member of the ACT while studying and once qualified, eligible to become an eAffiliate member and use the designatory letters, AwardICM. At this stage, students will then be able to progress onto the Certificate in International Cash Management (CertICM) qualification.

BACKGROUND

The Award in International Cash Management (AwardICM) seeks to help students understand the role played by treasury in international businesses in managing cash and liquidity. It develops knowledge in a range of tools, techniques and products of relevance to those working in treasury. It is also of relevance to people working for Financial Institutions (FIs) providing them with better insight into their clients' international cash management needs and how banking products and services can be better targeted at meeting these needs.

The qualification provides a useful introduction to both treasury and international cash management (ICM). It also provides practical insight into different techniques used in international cash management. Finally, it outlines key elements of financial and risk management of relevance to international cash management.

QUALIFICATION STRUCTURE

Unit	Progress tests	Summative assessment
1. Introduction to international cash management	Yes	Yes - one exam covering all units (90 minutes)
2. The business of managing cash	Yes	
3. The business of reporting on international cash management	Yes	

TEACHING AND LEARNING

Students will undertake self-directed study via an online platform with PDF, ePUB and MOBI versions of the materials. With the support of ACT technical tutors, a discussion forum for queries and debate which the tutors initiate, respond to and moderate, the students will experience an active and supportive learning experience. Students will have access to the online platform for 12 months from the date booked on the qualification (learning license).

Over the duration of the qualification additional resources will be added to the online learning platform in the form of webinars, podcasts, links to relevant news and updates, and wider reading.

ASSESSMENT AND FEEDBACK

The Award in International Cash Management will be assessed through the following method:

One online multiple choice question (MCQ) exam, remotely invigilated, which will assess Units 1,2, and 3. The exam is one and half hours in duration.

Students will be able to opt into the exam when they feel ready, as the assessment is on demand, however they will need to complete the assessment within the timeframe of their learning license.

You will be provided with information and instructions on the assessment at the time of booking with the ACT. However, you will be able to take practice assessments as part of your learning programme to assist in your preparation and familiarise yourself with the types of assessment questions you can expect.

Upon successful completion of the exam, you will receive an immediate provisional result, which will be followed by an eCertificate, confirming your final result, within ten working days.

No post-assessment support is available for this exam. If you have failed the exam, you will be able to resit the exam as soon as you feel ready, within your license period.

ENTRY REQUIREMENTS

No entry requirements for this qualification, however if you are an accountant, exemptions may apply. More information on the entry routes for the AwardICM can be found at:

academy.treasurers.org/qualifications/award-international-cash-management

GLOSSARY OF QUALIFICATION TERMS

To assist you in your understanding of the qualifications, the ACT has defined the following terms:

Award	For the purpose of this qualification, upon passing your assessment, you will be awarded the Award in International Cash Management. The award is therefore the outcome of your studies and assessment and represents your achievement.
Unit	A unit represents a segment of learning within the Award in International Cash Management. Each individual unit has a number of learning outcomes and supporting indicative content.
Overarching learning outcomes	The learning outcomes within a unit lay down the expectations of the learner and define the level of knowledge and understanding required in order to be fully prepared to take the ACT assessment.
Learning outcomes (LOs)	These appear within each of the sections in the units and act as the basis to determine knowledge and understanding which shape your learning and assessment. Within each LO, we have included assessment criteria which will help guide you to what will be expected within the assessment.
Indicative content	The indicative content is an indication of the knowledge required in order to fulfil the assessment requirements and achieve the learning outcomes and it details the level of technical content of the programme.

UNIT 1: INTRODUCTION TO INTERNATIONAL CASH MANAGEMENT

INTRODUCTION

This unit is intended to provide an overview of both treasury and international cash management. It sets out the key roles and responsibilities within treasury and the typical benefits that effective treasury management can deliver for the organisation. It also sets the context within which organisations operate and the impact that internal and external factors can have on international cash management decisions and activities.

Secondly, the unit explores the role of banks and banking services in international cash management. Different types of financial and other organisations are examined and their role in supporting treasury in optimising international cash management. The use of relevant banking services is crucial in international cash management. Key services are explored and their fees considered. The unit also considers the impact of technology on solutions provided by banks and other third-party organisations.

OVERARCHING LEARNING OUTCOMES

At the end of this unit you should be able to:

L01

Define terms of relevance to treasury and international cash management.

L02

Explain internal and external factors and their impact on treasury and international cash management action and decisions.

L03

Explain the role of banks and other organisations in international cash management.

L04

Explain different regional products and services available from banks and other organisations to support international cash management.

UNIT ONE – INDICATIVE CONTENT

1. Introduction to treasury and ICM

L01

Define terms of relevance to treasury and international cash management.

- Definitions.
- Roles/responsibilities.
- Benefits.

L02

Explain internal and external factors and their impact on treasury and international cash management action and decisions.

- Business strategy.
- Organisation culture centralised vs decentralised.
- Business plans.

2. The role of banks and banking services in ICM

L03

Explain the role of banks and other organisations in international cash management.

- Different types of financial organisations.
- Role of payments solutions providers (including SWIFT).
- Banking relationships.
- Rating agencies.
- Impact of technology.

L04

Explain different regional products and services available from banks and other organisations to support international cash management.

- Accounts and account structures.
- Banking services.
- Bank fees.
- Cash visibility (external).

UNIT 2: THE BUSINESS OF MANAGING CASH

INTRODUCTION

This unit focuses on the practicalities of managing cash. The first part explores the key issues of payables and receivables management and their importance. The effective management of these is crucial in international cash management. Different methods of making and receiving payments are examined as is the critical importance of understanding the cash conversion cycle.

Secondly, the unit considers the importance of maximising value from international cash management. It explores the importance of liquidity and working capital management and techniques in cash flow forecasting. It also examines the key elements of bank balance identification and availability, while also considering the important areas of maximising interest earned, minimising interest costs and understanding transaction costs. All key contributory factors in highly effective international cash management.

OVERARCHING LEARNING OUTCOMES

At the end of this unit you should be able to:

L05

Explain different methods of making payments in international cash management and the importance of payables management.

L06

Explain different methods of receiving payments in international cash management and the importance of receivables management.

L07

Describe techniques used to provide visibility of the organisation's current and future available cash positions.

L08

Describe methods of optimising interest (both earned and received) on surplus cash and borrowing positions, recognising and minimising transaction costs.

UNIT TWO – INDICATIVE CONTENT

1. Payables and receivables management in international cash management

L05

Explain different methods of making payments in international cash management and the importance of payables management.

- Methods of making payment.
- Payables management.

L06

Explain different methods of receiving payments in international cash management and the importance of receivables management.

- Receivables methods.
- Receivables management.
- Calculating the cash conversion cycle.

2. Leveraging international cash management

L07

Describe techniques used to provide visibility of the organisation's current and future available cash positions.

- Importance of liquidity management.
- Cash flow forecasting techniques.
- Identifying balances in various locations.
- Determining current and future availability.
- Working capital management.
- Cash visibility (internal).

L08

Describe methods of optimising interest (both earned and received) on surplus cash and borrowing positions, recognising and minimising transaction costs.

- Methods of increasing interest earned.
- Methods of reducing borrowing costs.
- Understanding of transaction costs.

UNIT 3: THE BUSINESS OF REPORTING ON INTERNATIONAL CASH MANAGEMENT

INTRODUCTION

This final unit focuses on financial elements, risk management, reporting, governance, culture and ethics in the context of international cash management. The first part is focused specifically on finance and explores key internal and external (published) financial documentation of relevance in international cash management. It includes consideration of the main financial ratios (liquidity, efficiency, leverage and profitability) in international cash management. An ability to calculate and interpret these is vital.

Secondly, the unit addresses risk management. Different types of risks and how they can be managed are explored. This includes internal techniques for managing risk and products available from third parties that can be used for risk mitigation. The unit also addresses important issues relating to reporting, monitoring and control in international cash management. It considers the role of governance and the increasingly important area of ethics and culture in international cash management decision-making.

OVERARCHING LEARNING OUTCOMES

At the end of this unit you should be able to:

L09

Discuss key internal and external (published) financial statements and their use in treasury and international cash management.

L010

Calculate relevant financial ratios of use in treasury and international cash management.

L011

Explain risk management in the context of international cash management.

L012

Explain the importance of ethics, culture, reporting and governance in international cash management.

UNIT THREE – INDICATIVE CONTENT

1. Financial statements and ratio analysis to support international cash management

L09

Discuss key internal and external (published) financial statements and their use in treasury and international cash management.

- Internal documents.
 - Cash flow forecasts.
 - Budgets.
 - Management accounts.
- Published financial statements.

L010

Calculate relevant financial ratios of use in treasury and international cash management.

- Liquidity ratios.
- Efficiency ratios.
- Leverage ratios.
- Profitability ratios.

2. Risk management, reporting and governance

L011

Explain risk management in the context of international cash management.

- The main types of risks.
- KYC.
 - AML (anti-money laundering).
 - Fraud.
- Internal techniques for managing and minimising risks.
- Risk management products available from banks and other organisations.

L012

Explain the importance of ethics, culture, reporting and governance in international cash management.

- Ethics and culture.
- Reporting, monitoring and control.
- Governance protocols and frameworks.

ACT

Competency
Framework

GLOBAL TREASURY
STANDARDS

ACT COMPETENCY FRAMEWORK

The result of consultation with senior treasurers, banks and learning and development teams, the framework defines the competencies treasurers need to operate successfully in global business today. The skills a treasurer needs over their career varies according to seniority. The competencies have been benchmarked and mapped to four job levels; tactical, operational, managerial and strategic.

The content of this syllabus introduces the skills required to operate at a tactical level.



Strategic Level
Managerial Level
Operational Level
Tactical Level

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