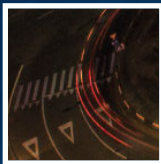
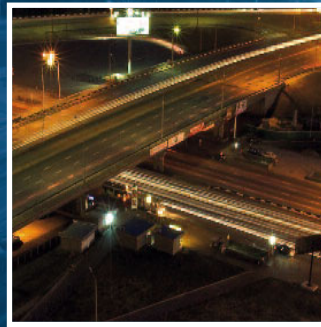


ROTTERDAM SCHOOL OF MANAGEMENT ERASMUS UNIVERSITY

MASTER IN FINANCIAL MANAGEMENT



Specialisation in
**URBAN
INFRASTRUCTURE
FINANCE**



Graduates from the **Masters in Financial Management** (MFM) programme at Rotterdam School of Management, Erasmus University (RSM) are academically trained and well equipped to analyse and solve complex financial issues.

Apply
Now!



A JOINT PROGRAMME OF RSM AND IHS

The combined approach of RSM and IHS prepares ambitious young professionals for a successful career in urban infrastructure finance. The programme focuses on preparing participants for financial decision making from a managerial perspective. This is achieved by providing training in the effective identification, analysis and resolution of a wide range of finance-related issues faced by corporate firms, banks and other financial institutions, but even (semi) government bodies and big utility companies. Knowledge is provided through highly interactive courses, workshops and guest lectures by top financial specialists.

URBAN INFRASTRUCTURE FINANCE

Urban infrastructure provision ranges from billion dollar metro development programmes to inner city revitalisation, water provision and energy provision. Their finance is complex, requiring a mix of public and private sources and hence a thorough understanding of public and private financial management. This course will enable participants to manage the finances of complex urban infrastructure programmes, including innovative financial instruments for capital investments, project finance, public private finance and financial decision support tools. The course will enable participants to focus on the finance of specific infrastructure sectors through tailored case studies and exercises. The specialisation period focuses on urban infrastructure finance and integrates private and public finance. This innovative programme takes an applied case study approach in the following subject areas:

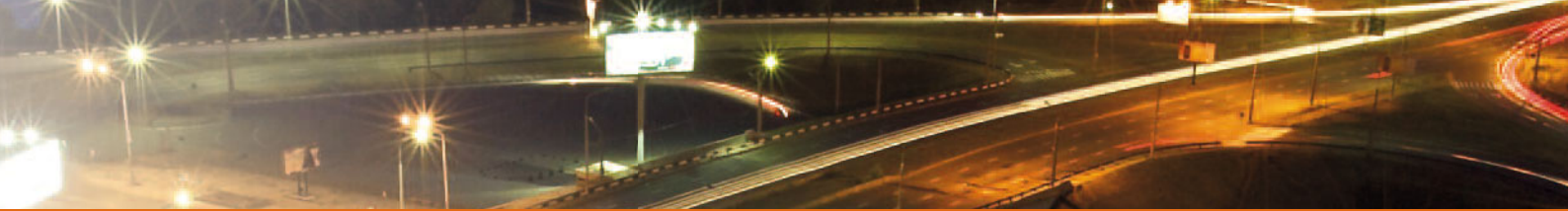
- Financial instruments for urban infrastructure: fiscal decentralisation and intergovernmental transfers; tariff setting; land value capturing; debt borrowing; bonds
- Decision support tools: cost-benefit analysis; economic and financial forecasting; comparative procurement analysis; value for money; multi-criteria decision making

- Project finance tools: risk management; expenditure management; life-cycle costing; asset management
- Public-private financial management: procurement; bidding; contract management

TARGET GROUPS

The MFM specialisation Urban Infrastructure Finance is intended for individuals with a strong interest in developing their careers in infrastructure finance. The course targets professionals from banks, parastatals, public-private vehicles, consultancies and governments with at least two years of relevant work experience. The admission procedure stresses analytical capacity, communication skills and leadership potential, as well as motivation, maturity and creativity. Excellent bachelor graduates with strong interests in infrastructure finance can also be admitted.

No formal education in finance is required; however a high level of quantitative skills is necessary for entering the programme. Most MFM students are between 24 and 32 years old with at least two years of professional experience.



CAREER DESTINATIONS

This programme prepares financial and infrastructure professionals for careers as senior managers, advisers, experts and financial analysts within banks, parastatals, public-private vehicles, consultancies and governments as well as senior managers of large scale urban infrastructure programmes.

MANAGE THE FINANCES OF COMPLEX URBAN INFRASTRUCTURE PROGRAMMES

ELIGIBILITY & REQUIREMENTS

Applicants are required to submit their application via the MFM online application tool which can be found on www.rsm.nl/mfm. All details regarding the application criteria can be found here and checked in the system. Your transcript, degrees, essays and references from can be uploaded and completed online as well.

APPLICATION & ADMISSIONS

All applications will be processed by RSM as this is an RSM degree programme. The application form can be downloaded from the RSM website and will have to be submitted to RSM (see backside for address).

The deadline for applications for 2012 is **4 October, 2011**.

For 2013 the application deadline is **5 October, 2012**.

TUITION FEES & FINANCING

The programme fee for the one-year full-time MFM programme offered by RSM in conjunction with IHS is € 26,500. This covers both the tuition fee and the lodging and travel expenses for the one-week international study tour. An initial, non-refundable tuition fee deposit of € 3,000 is required upon acceptance into the programme. MFM participants are eligible for various scholarships and loans. For more information on IHS partial fellowship, please visit our scholarship web page: www.ihs.nl/fellowship_fees_cost_scholarships/fellowship_information/



TRAINING METHODOLOGY

Through a rigorous comprehensive set of core urban infrastructure finance courses, classroom sessions, simulations, business cases and field visits, participants acquire a sound understanding of infrastructure sector finance and financial management. Building on this foundation, strength in urban infrastructure finance is developed through specifically designed electives. In these courses, key issues in urban infrastructure finance policy development, implementation and management are elaborated. Participants learn to think creatively and make decisions in the complex and ambiguous environment of the public / private sector.

In featured exercises and a project course, theory is applied to a current issue within a specific infrastructural sector. Under the guidance of faculty, participants have the option of working on a thesis or working with a public / private or parastatal organisation to understand, analyse and influence the resolution of a current problem in urban infrastructure finance policy development, implementation or management.

The professors and lecturers on the specialisation will come from IHS and organisations such as the World Bank, Asian Development Bank, African Development Bank, the Regional Office for African and Arab States, etc.

Duration

January 2012 - December 2012

Application deadline: **4 October 2011**

Duration

January 2013 - December 2013

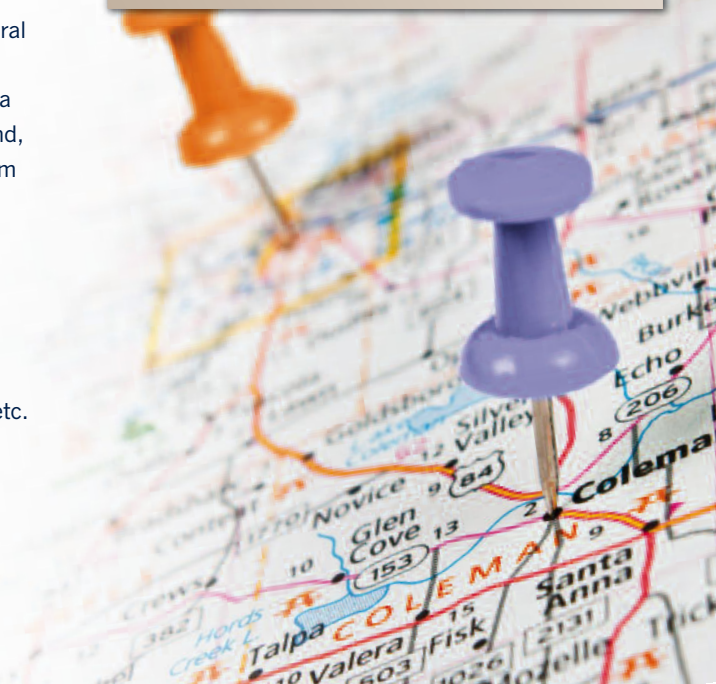
Application deadline: **5 October 2012**

Tuition Fee

€ 26,500.–

Language

English



THE PROGRAMME
CONSISTS OF
SEVEN MODULES,
AND LASTS FOR
TWELVE MONTHS.

Module 1

- Principles of Finance
- Principles of Public Finance
- Principles of Financial Decision Making
- Urban Infrastructure Financial Decision Making
- Principles of Computational Finance
- Principles of Decision Making
- Basic Word / Excel / Powerpoint
- Presentation skills
- Principles of Financial Arithmetic
- Elementary Statistics and Mathematics

Module 2

- Investment & Financial Markets I
- Financial Econometrics I
- Investment & Financial Markets II
- Financial Econometrics II
- Structuring the Investment Problem
- Optimization for Portfolio Management
- Data Collection and Data Analysis
- Basic Understanding of Econometrics
- Basic Elements of Statistics & Mathematics
- Underlying Derivative Valuation
- Event Studies and their methodology

Module 3

- Derivative I
- Derivative II
- Financial Accounting
- Public Finance
- Financing Public Works
- Investment Neoclassical
- Analysis of Financial Instruments
- Financial Instruments for Smart Urban Infrastructure
- Project Finance
- Procurement and Contract Management
- Analysis of Future Information
- Optimisation of Investment
- Sources of Information for the Financial Markets

Module 4

- Corporate Finance
- Financial Accounting
- Oxyor
- Public Finance and public works
- Public Finance and infrastructure



Module 3

- Derivative I
- Derivative II
- Financial Accounting
- Public Finance
- Financing Public Works and Infrastructure
- Investment Networks
- Analysis of Financial Reports
- Financial Instruments and Decision Making Tools for Smart Urban Growth
- Project Finance
- Procurement and Contracts
- Analysis of Future Cash Flows using all available information
- Optimisation of Models for Well-Structured Problems
- Sources of Information & Technical Tools for the Financial Manager

Module 4

- Corporate Finance
- Financial Accounting
- Oxyor
- Public Finance: Investing in public infrastructure / public works
- Public Finance Case Studies: Investing in public infrastructure / public works

Module 5 (International Study Tour)

- Derivatives
- Risk Management
- Oxyor
- Public Infrastructure Risk Management
- Public Finance Case: Decision support tools / economic and financial analysis

Module 6 (Elective)

Electives offer an opportunity to acquire more in-depth knowledge of specialised topics such as Private Equity, Public Private Partnerships, Real Options, Risk Management (public sector), Game Theory, Valuation and Mergers and Acquisitions.

Module 7 (Thesis)

Applied Research in Urban Infrastructure Finance- Internship period. This allows participants to gain true professional experience which will bridge the gap between theory and practice.

**Rotterdam School of Management
Erasmus University**

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The Netherlands
Tel.: + 31 10 408 1111
E-mail: mfmadmissions@rsm.nl

WWW.RSM.NL/MFM



In association with

**IHS - Institute for Housing
and Urban Development Studies
Erasmus University**

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