

INDIAN INSTITUTE OF QUANTITATIVE FINANCE

Center of Excellence in Quantitative Finance and Financial Engineering

GARP Authorised FRM[®] Course Provider

FINANCIAL RISK MANAGER (FRM®) TRAINING

ALL YOU NEED TO SUCCEED IN FRM®

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GLOBAL ASSOCIATION OF RISK PROFESSIONALS ''' (GARP)

The Global Association of Risk Professionals[™] (GARP) is the world leader in financial risk certification, education and training. Founded in 1996, it is a not-for-profit association consisting of around 150,000 members around the world who are involved in financial risk management. Members come from over 195 countries and work in regional and global banks, asset management firms, insurance companies, central banks, securities regulators, hedge funds, universities, large industrial corporations and multinationals. There are more than more than 45,000 Certified FRMs. FRM[®] exam is conducted by GARP.

FINANCIAL RISK MANAGER (FRM[®])

FRM[®] charter conferred by GARP is globally recognized as a certificate of proficiency in Risk Management. FRM[®] certification is meant for people who want to take up a career in risk management, specifically financial risk management. Any financial institution or investment institution that invests in the market, be it the capital market, debt market, derivatives market, commodities market, etc. has risk management as a part of their investment process. Every investment decision of the investment managers have potential downsides and thus involves taking financial risks. The risk manager's job involves assessing, estimating and measuring, controlling and managing the risks of those investments. This is an integral part of the investment process. Towards this end, FRM[®] certification is the global benchmark for the Financial Risk Management professionals in the industry. The certification is awarded to candidates passing the FRM[®] examination conducted by GARP.

CAREER OPPORTUNITIES

FRM[®] certified professionals find opportunities in the field of Financial Risk Management in any investment institution across the globe. They can take up a career as Chief Risk Officer, Chief Finance officer, Risk managers, Head of Risk Management in Banks, Investment Banks, Stock Exchanges, Asset Management Companies, Mutual Funds, Hedge Funds, Insurance Companies, Private Equity Firms, Large Corporates, Credit Rating Agencies and Regulators.

With the recent global financial crisis, Risk Management in financial institutions has gained more importance than ever before. In view of this Risk Management as a career option has become even more prospective and lucrative across the globe and specially in India. There had always been a shortage of appropriately qualified risk management professionals and this shortage is going to get more accentuated, leading to greater demand for FRM[®] certified professionals.



FRM® Examination

The FRM[®] exam is a practitioners' exam and is very different from other academic exams. It tests the understanding of the fundamentals of the subject rather than any memorising abilities of the candidate. Its emphasis lies on the practical applications and interpretations of theories and formulae. Being a practitoners' exam, the FRM[®] syllabus is very dynamic and changes every year to reflect the recent global events and scenarios.

There is no defined minimum score in order to pass the exam. The exam is graded based on an aggregate score of all the students. There is no section-wise cut-off score and there is no negative marking for wrong answers. Nor does GARP provide the breakdown of questions that might be theoretical versus numerical problems. After the completion of the exam, the students are provided with score in relation to what sections they did better on for future reference and how they did in comparison to their peers.

FRM[®] Exam is conducted for two parts – FRM[®] Exam Part-I and FRM® Exam Part-II. Candidates can either attempt one Part at a time or may apply to take both Part I and Part II on the same day, however Part II paper will not be checked unless a candidate clears Part I Exam. The FRM Exam Part I and FRM Exam Part II is offered simultaneously in May and November each year.

FRM® Examination Part I

The exam is of 4 hours total duration and will be conducted on a single day in one single session. The exam consists of 100 multiple-choice questions with no negative marking. The topics covered in the FRM[®] Exam Part-I along with their weightage in the exam and the number of questions from each topic are :

 Foundations of Risk Management 	20%	20 Questions
 Quantitative Analysis 	20%	20 Questions
 Financial Markets and Products 	30%	30 Questions
 Valuation and Risk Modeling 	30%	30 Questions





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FRM® Examination Part II

The exam will be conducted on a single day and will be administered over one single session of 4 hours duration. The exam consists of 80 multiple-choice questions with no negative marking. The topics covered in the FRM[®] Exam Part II along with their weightage in the exam and the number of questions from each topic are :

 Market Risk Measurement and Management 	25%	20 Questions
 Credit Risk Measurement and Management 	25%	20 Questions
 Operational and Integrated Risk Management 	25%	20 Questions
 Risk Management and Investment Management 	15%	12 Questions
 Current Issues in Financial Markets 	10%	08 Questions

FRM® Examination Registration Dates and Fees

Part I November 2018	FRM [®] Exam Part I November 2018			
: 17th November, 2018	Exam Date: 17th November, 2018			
Result Date: December, 2018 4 th week				
rd Registration Late Registration	Standard Registrat	Early Bird Registration		
st August, 2018 From: 1st September, 2018	From: 1st August, 2	From: 1st May, 2018		
August, 2018 To: 15th October, 2018	To: 31st August, 20	Till: 31st July, 2018		
USD 400 USD 400	USD 400	USD 400	Enrolment Fee	
USD 450 USD 650	USD 450	USD 350	Exam Fee	Returning
USD 850 USD 1050	USD 850	USD 750	Total Fee	Candidate
December, 2018 4th weekof RegistrationLate Registrationst August, 2018From: 1st September, 20August, 2018To: 15th October, 2018USD 400USD 400USD 450USD 650	It Date: December, Standard Registrat From: 1st August, 2 To: 31st August, 20 USD 400 USD 450	Resu Early Bird Registration From: 1st May, 2018 Till: 31st July, 2018 USD 400 USD 350	Enrolment Fee	Returning







FRM[®] Training

IIQF is GARP authorized FRM[®] Course Provider offering training program for those wishing to take the FRM[®] examination.

IIQF provides comprehensive classroom-based and online training to FRM[®] exam candidates. In the year 2018 we will only offer online live interactive lecture based training for all cities other than Mumbai. Physical classroom based training will only be offered for Part I Exam training program in Mumbai. The training imparted is interactive and exam oriented that enables candidates to gain deep insight into the theoretical as well as practical aspects of the subject and succeed in the FRM[®] exam. FRM[®] Exam training program cannot be a "one-course-fits-all" kind of program, so we have two options for the candidates – those who need training from the very basics and those who can choose to skip the basics.

Instructors are leading Risk Management professionals from banking and financial services industry. The FRM[®] exam is very different from other academic exams like university exams or even the CFA which is quite academic in nature. FRM[®] is a practitioner's exam, it tests not only your deep understanding of the fundamentals of the subject but more than that it tests your skills in applications of the theories in practical life situations. That is where the extensive experience of our market practitioner faculties helps out the candidates with practical life applications.

TRAINING DETAILS

- Extensive comprehensive training for exhaustive exam preparation.
- Rigorous Practice Exams at the end of each module, with feedback to fine-tune your preparations
- Specially dedicated sessions for problem solving and practice of past FRM exam questions
- 2 Mock Tests for each for Part I and Part II respectively
- Extra sessions for personalized doubt clearing
- Access to view lecture recordings



- FRM[®] Exam Guide Book Reading material covering each Learning Objective from the FRM AIMS
- **FRM**[®] Exam Refresher Concise material to revise the syllabus
- FRM[®] Question Bank Question Banks with solutions including past FRM[®] exams
- Excel Models MS Excel worksheet models and examples of different financial, statistical and risk management related topics.

WHY JOIN IIQF

- Risk Management Practitioners as Faculty: Instructors at IIQF include top risk management experts some of whom are pioneers in India in developing risk management technologies, models and risk management systems and products which are used by some of the largest global banks and financial institutions. They have been into risk modeling and research and development of risk management systems for over a decade. Faculty are FRM qualified.
- Complete and Thorough Coverage of Syllabus: We thoroughly cover each and every Learning Objective of the FRM® AIMS.
- Basics to Advanced Coverage: The course covers each subject from the very basics for candidates with no exposure to quants and risk management and goes up to the advanced levels.
- **Personalized Support:** Our live classes are interactive in nature so as to ensure that each candidate receives personal attention for his/her problems.
- Interactive Sessions: Our classroom sessions offer more interactive time with the instructors than any other training programs.
 We hold regular question answer sessions where candidates can interact personally with the instructors.
- Extra-class Support: Balancing your work along with your FRM preparations is quite a challenging task. So to make your exam preparations convenient and easy our faculties are available even outside the regular classroom sessions via telephone, online help desk and extra problem solving sessions during the weekdays and provide continued assistance till you clear the exam.
- Subject Specialist Faculty: Each subject is taught by specialist market practitioners from that subject area. You will be trained by dedicated and experienced instructors who have passed the FRM exam.
- **Practice Oriented Training:** Extensive practice of questions and problem solving throughout the classroom sessions as well as after.
- Extended Support: Our approach is to ensure constant and personal support from our expert faculty till the exam so that you are well prepared to clear the FRM exam.



COURSE DETAILS NOVEMBER 2018 FRM EXAM PART I

Course Duration: 140 Hours

Schedule Mumbai : Sundays only Timings : 9:30 AM to 6:00 PM

Online Classes: Saturdays and Sundays Timings: Saturdays and Sundays 3 PM to 8 PM

Course Fee Physical Classroom Program: INR 19,250 (Inclusive of taxes) Online Classroom Program: INR 17,250 (Inclusive of taxes)

Candidates registering from outside India: USD 300

(Group discount available)

COURSE DETAILS NOVEMBER 2018 FRM EXAM PART II

Course Duration: 120 Hours

Schedule Online Classes: Saturdays and Sundays Timings: Saturdays and Sundays 3 PM to 8 PM

Course Fee INR 17,250 (Inclusive of taxes)

Candidates registering from outside India: USD 300

(Group discount available)



REGISTRATION PROCESS

Online Registration : <u>www.iiqf.org/registration.html</u>

Modes of Payment :

Mode 1 - Cheque/Demand Draft

Payments are accepted in the form of **Cheque/DD** in favour of "**INDIAN INSTITUTE OF QUANTITATIVE FINANCE PVT. LTD.**" payable at Mumbai / Delhi. Please mention your name, email and telephone number along with the payment. Please mail your payment to :

Indian Institute of Quantitative Finance, Module No. 624, Mastermind IV, Royal Palms IT Park, Goregaon (E), Mumbai - 400065

Mode 2 - Wire Tranfer (NEFT/RTGS)

Payments can also be made through internet banking. Please contact us for details of making payment through internet banking.

Mode 3 – Credit Card/Debit Card

Payments can also be made through credit card/ debit card through PAYTM. Please contact us for details of making payment through cards.

Offline Registration : Visit our office at: **Mumbai:** Module No. 624, Mastermind IV, Royal Palms IT Park, Goregaon (E), Mumbai – 400065

Office Hours : Weekdays : 11:00 AM - 7:00 PM Saturdays & Sundays : 11:00 AM - 7:00 PM Kindly visit office with prior appointment



INDIAN INSTITUTE OF QUANTITATIVE FINANCE

Indian Institute of Quantitative Finance (IIQF) is established as a center of learning in the field of Quantitative Finance and Financial Engineering. IIQF is founded by leading finance professionals and entrepreneurs with extensive global experience and expertise in specialized Quantitative Finance and Risk Management domains and educational background from the best of global institutions. It is the first institute of its kind in India that exclusively focuses on this extremely specialized field.

IIQF conducts specialized courses in the fields of Quantitative Finance, Financial Risk Management and Advanced Quantitative Techniques. These courses aim to equip professionals for careers that require sophisticated technical skills in quantitative analysis, financial research, risk management, quantitative asset management and financial derivatives structuring. There are specialized courses tailored to the specific needs of finance professionals, engineers, mathematics/statistics graduates, management graduates, qualified accountants, etc.

CREDENTIALS

- IIQF has the unique distinction in India of being the only academic institution that has tied-up with several top corporates from the industry to provide Risk Management and Financial Engineering solutions to the financial institutions and financial services industry. It has very niche domain expertise in Risk Management technologies.
- IIQF has the unique distinction of being the only one amongst the FRM course providers in India, that has been engaged by top Wall Street Investment Banks for placement of our students. IIQF has been engaged as trainers for their Quant teams.
- Conducted courses and training programs on advanced quantitative finance, risk management technologies, simulations and econometrics for MNCs, stock exchanges like NSE, corporates and other financial institutions.
- GARP authorized FRM[®] training course provider. Nine years of experience in providing FRM[®] exam training, with over 70% passing rate.
- Trained over 4000 professionals from top global financial institutions.

COURSE FACULTY

Anand Sabale, FRM, M.Tech. IIT Kanpur, BE Shivaji University. He is Partner at SPN Risk Solutions LLP, where he is involved in Statistical Arbitrage Trading in India Markets and advising broker's prop desk for Stat-Arb trading.

He has over ten years of experience in risk management consulting, performance analytics and algorithmic trading. He is involved in risk management consulting and performance analytics for hedge funds and fund of hedge funds.

Previously he had worked with Capital Metrics and Risk Solutions where he was involved in developing quantitative trading strategies and performance analytics for hedge funds.

 Anshuk Batra, FRM, NCFM, B.Tech, Post Graduation in Banking Technology Management, he is currently working as Manager, Enterprise Risk Services for one of the top global consultancy company.

He has vast experience in Risk Modelling, Risk Analytics, Financial Analytics, Statistical Modelling, and Consultancy. He has implemented Basel II and other Risk Management solutions for international banks. Previously he was working with TCS where he is responsible for implementing Operational Risk, ALM, and Market Risk, prior to that he worked with Oracle Financial Services as a consultant for implementing Basel II, Credit Risk, etc.

 Basesh Gala, CFA, FRM, MBA (Strategy and Financial Risk Management) (Gold Medalist) Fisher College of Business, Ohio State University, USA, and B.E. (I.T.), Mumbai University. He is currently pursuing entrepreneurial ambitions and also working as a Strategy & Finance consultant.

He has significant global experience in finance, risk management and consulting. He has worked with investment banks, asset and wealth management firms, financial institutions, and consulting organizations at different geographical locations including Wall Street. He enjoys teaching and has significant training experience in the finance domain.

 Guruprasad Jambunathan, FRM, CFA, MBA Finance, Bachelor of Statistics, he is currently working with Irevna, CRISIL where he is responsible for undertaking advanced quantitative and risk-based analysis.

He has over ten years of experience in quantitative analysis and risk analysis. He has been conducting training in the relevant field for over four years.

COURSE FACULTY

 Jayesh, FRM, CFA, BE (Mumbai University), he is currently working with a MNC Financial Analytics company for their Market Risk team.

Previously he was working with one of the largest global Investment Banks as Associate Risk Manager for Global Credit Risk Analytics and Business Process Re-engineering for Derivatives. Prior to that he had worked as Asst. Manager (Intelligence and Analytics) with ICICI Bank. He has over 9 years of experience in the fields of Credit Risk Analytics, Business Process Re-engineering, Process Analytics, and Project Management. Teaching is his passion and hence apart from working in the Risk Management division of world's leading global bank, he also spends most of his spare time in teaching students for FRM, CFA, CA and employees of various banks for various certifications. He has trained various students/employees across diverse backgrounds in the Banking and Financial Sector in the areas of Derivatives, Fixed Income Securities, Value at Risk, Corporate Finance and Portfolio Management.

 Ritesh Chandra, CFA (Level 3), MBA from IIM Calcutta and B Tech from IIT Kanpur. He is currently working as a Senior Vice President - Corporate Banking Risk in a large private sector bank in New Delhi.

He has more than 11 years of experience in Credit Risk, Corporate Finance & Technology and has worked in India, China & Canada in a variety of roles. Earlier he worked with Barclays Bank as AVP – Wholesale Banking Risk Analyst for INR 20bn portfolio covering Working Capital facilities, Term Ioans / ECB, Trade Finance and Derivative products.

• Vimal Pathak, FRM, PGDBA, CAIIB-IBA, ISA-ICAI, CA is currently the Chief Manager (Risk) and Head of Credit Risk Management in a top private sector bank.

He has over eleven years of experience in developing Risk Rating Models for large corporates and has implemented Basel II in leading banks and conducted trainings. Previously he was a Risk Management Consultant with Oracle Financial Services.

• Vishal Singhi, MMS (Finance), FRM, Certificate in Financial Engineering, is currently working with a top private sector bank heading the derivatives trading desk.

Previuosly he was the Chief Manager of Treasury at Kotak Mahindra Bank, where his responsibilities included structuring of Forex and interest rate derivative products, designing hedging strategies, risk analysis, pricing of path dependent exotic options, etc. He has over nine years of experience in industry and also in teaching in business schools.



COURSE FACULTY

Abhijit Biswas is the founding Director and Head of Product Development at Risk Infotech Solutions, India's pioneering company in Portfolio Risk Management Software Products. He is currently consultant to HPC Links which is involved in the development of Quantitative Finance solutions and services using High Performance Parallel Computing technologies in Algorithmic Trading, Risk Analytics, etc. He is also consultant to financial institutions for Volatility Trading systems. He is also the founding Director of IIQF.

As a Quant professional, he has created numerous breakthroughs in Risk Modelling Technology in India. He has codeveloped India's first and principal Multi-Factor Risk Model for the Equity market, and India's first and only one of a kind Multi-Factor Risk Model for the Fixed Income market. He has also developed India's first commercial grade large scale Monte Carlo Simulation system for business analytics using Excel spreadsheet models.

He also received Venture Capital funding to start up one of India's first software product companies to research and develop risk management systems in India which caters to major global financial institutions.

He has been a consultant to major global financial institutions in risk management domain. He has conducted training programs on statistics, econometrics, simulations, etc. for the top and mid level executives of the National Stock Exchange. He has conducted training programs for the Bombay Stock Exchange and other institutions. He regularly conducts training programs for FRM aspirants across India.



PROFILE OF OUR TRAINING PARTICIPANTS

Our training programs have attracted participants from organizations like :

IIM, Reserve Bank of India, JP Morgan Chase, NSE, BSE, Nomura, Lehman Brothers, KPMG, HSBC Bank, Deutsche Bank, Barclays Bank, Bank Of America, CITI Group, Merrill Lynch, Ernst & Young, Morgan Stanley, CitiBank, Accenture, Thomson Reuters, Boston Analytics, Standard Chartered Bank, ING, State Bank of India, ICICI Bank, Axis Bank, HDFC Bank, S.I.D.B.I, Scotiabank, South Indian Bank, Union Bank of India, IndusInd Bank, Bank Of Baroda, Centurion Bank of Punjab, Development Credit Bank, ICICI Prudential Life Insurance, Birla Sun Life Insurance, Reliance Life Insurance, Stock Holding Corporation of India, Clearing Corporation of India, CRISIL, Genpact, Reliance Industries Ltd., TCS, I-Flex Solutions Ltd., 3i Infotech, Polaris Labs, GlobeOp Financial Services, Intelnet Global Services, UTI AMC, TATA Capital, Kotak Securities, Birla SunLife AMC, Edelweiss Securities, JM Financial Asset Management, Brics Securities, HDFC Mutual Fund and more.

The professional designations of our delegates were :

Executive Director, Vice President, Asst. Vice President, Professor, Financial Engineer, IT Head, DGM, AGM, Senior Manager, Manager, Credit Manager, Deputy Manager, Assistant Manager, Associate Manager, Treasury Analyst, Senior Analyst, Analyst (Risk Management), Analyst (Risk & Capital Management), Research Analyst, Financial Analyst, Credit Analyst, etc.

Partcipants have diverse educational backgrounds like :

Ph. D, Master of Financial Engineering, Post Graduate Diploma in Financial Engineering, M.Sc. (Statistics), MBA, Master of Management Science, Master of Financial Management, CFA, CA, CAIIB, PGDBA, BE, B. Tech, ICWA, CISA, CISSP, M.A (Economics), PGDM, M.Com, B.Sc., B.Com. etc.



Training Schedule (FRM Exam Part I) Comprehensive Course

Timings Session-I

9:30 AM - 1:30 PM Session-II 2:00 PM - 6:00 PM

Day				
Day 1	Introduction to Fina	ancial Mathematics	Introduction to Financial Mathematics	Introduction to Financial Statistics and Econometrics
Day 2	3 4 4 5 5 Solving of candidates' queries, problems and doubts related to previous day's lectures. 7 8	ates' s and Class test based on to previous day's lectures. tures.	Quantitative Analysis	Quantitative Analysis
Day 3			Quantitative Analysis	Quantitative Analysis
Day 4			Quantitative Analysis	Quantitative Analysis
Day 5			Foundations of Risk Management	Foundations of Risk Management
Day 6			Foundations of Risk Management	Financial Markets and Products
Day 7			Financial Markets and Products	Financial Markets and Products
Day 8			Financial Markets and Products	Financial Markets and Products
Day 9			Valuation and Risk Modeling	Valuation and Risk Modeling
Day 10			Valuation and Risk Modeling	Valuation and Risk Modeling
Day 11			Valuation and Risk Modeling	Valuation and Risk Modeling
Day				
Day 12	Doubt Clearing and Problem Solving Session		Doubt Clearing and Problem Solving Session	
Day 13	Doubt Clearing and Problem Solving Session		Doubt Clearing and Problem Solving Session	
Day 14	Doubt Clearing and Problem Solving Session		Doubt Clearing and Problem Solving Session	
Day				
Day 15	Mock Test 1			
Day 16	Mock Test 2			



Training Schedule (FRM Exam Part I) Online Comprehensive Course – centres other than Mumbai

TimingsSaturdays & SundaysSession-I3:00 PM - 5:00 PMSession-II5:30 PM - 8:00 PM

Day				
Day 1	Introduction to Financial Mathematics		Introduction to Financial Mathematics	Introduction to Financial Statistics and Econometrics
Day 2		Class test based on previous day's lectures	Quantitative Analysis	Quantitative Analysis
Day 3			Quantitative Analysis	Quantitative Analysis
Day 4	Solving of candidates' queries, problems and doubts related to previous day's lectures.		Quantitative Analysis	Quantitative Analysis
Day 5			Quantitative Analysis	Quantitative Analysis
Day 6			Foundations of Risk Management	Foundations of Risk Management
Day 7			Foundations of Risk Management	Foundations of Risk Management
Day 8			Financial Markets and Products	Financial Markets and Products
Day 9			Financial Markets and Products	Financial Markets and Products
Day 10			Financial Markets and Products	Financial Markets and Products
Day 11			Financial Markets and Products	Financial Markets and Products
Day 12			Valuation and Risk Modeling	Valuation and Risk Modeling
Day 13	-		Valuation and Risk Modeling	Valuation and Risk Modeling
Day 14			Valuation and Risk Modeling	Valuation and Risk Modeling
Day 15			Valuation and Risk Modeling	Valuation and Risk Modeling
Day				
Day 16	Doubt Clearing and Problem Solving Session		Doubt Clearing and Problem Solving Session	
Day 17	Doubt Clearing and Problem Solving Session		Doubt Clearing and Problem Solving Session	
Day				
Day 19	Mock Test 1			
Day 20	Mock Test 2			



Training Schedule (FRM Exam Part II) Online Comprehensive Course

TimingsSaturdays & SundaysSession-I3:00 PM - 5:00 PMSession-II5:30 PM - 8:00 PM

Day				
Day 1	Market Risk Measuren	nent and Management	Market Risk Measurement and Management	Market Risk Measurement and Management
Day 2			Market Risk Measurement and Management	Market Risk Measurement and Management
Day 3		Solving of candidates' queries, problems and doubts related to previous day's lectures.	Market Risk Measurement and Management	Market Risk Measurement and Management
Day 4			Credit Risk Measurement and Management	Credit Risk Measurement and Management
Day 5			Credit Risk Measurement and Management	Credit Risk Measurement and Management
Day 6			Credit Risk Measurement and Management	Credit Risk Measurement and Management
Day 7			Operational and Integrated Risk Management	Operational and Integrated Risk Management
Day 8			Operational and Integrated Risk Management	Operational and Integrated Risk Management
Day 9			Operational and Integrated Risk Management	Operational and Integrated Risk Management
Day 10			Risk Management and Investment Management	Risk Management and Investment Management
Day 11			Risk Management and Investment Management	Risk Management and Investment Management
Day 12			Current Issues in Financial Markets	Current Issues in Financial Markets
Day				
Day 13	Doubt Clearing and Pro	blem Solving Session	Doubt Clearing and Problem Solving Session	
Day 14	Doubt Clearing and Pro	blem Solving Session	Doubt Clearing and Problem Solving Session	
Day				
Day 15	Mock Test 1			
Day 16	Mock Test 2			

Disclaimer: GARPTM does not endorse, promote, review or warrant the accuracy of the products or services offered by IIQF of FRM[®] related information, nor does it endorse any pass rates claimed by the provider. Further, GARP is not responsible for any fees or costs paid by the user to IIQF nor is GARP responsible for any fees or costs of any person or entity providing any services to IIQF. FRM®, GARPTM and Global Association of Risk ProfessionalsTM, are trademarks owned by the Global Association of Risk Professionals, Inc.