



Middle Office and Treasury Operations in Money Services Businesses (MSBs)

16 – 20 November 2026
Madrid (Spain)



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Introduction:

Money Services Businesses MSBs are vital in the global financial ecosystem, facilitating currency exchange, transfers, and other non-bank financial activities. In a dynamic and heavily regulated environment, MSBs must ensure robust internal controls, particularly within their middle office and treasury operations. This Middle Office and Treasury Operations in Money Services Businesses MSBs training course equips professionals to understand these functions to support operational efficiency, compliance, and financial risk management.

The Middle Office and Treasury Operations in Money Services Businesses MSBs course begins by exploring the structural role of the middle office within MSBs. It highlights its critical function in supporting the front office and ensuring accurate processing and reporting through the back office. Participants will learn how the middle office contributes to cash flow management, liquidity oversight, and financial analysis.

The Middle Office and Treasury Operations in Money Services Businesses MSBs program examines the fundamentals of treasury operations, addressing strategic and operational elements such as risk mitigation, liquidity planning, and compliance in treasury functions. Participants will explore best practices in treasury and cash management training, operational workflows, and cross-functional collaboration.

The Middle Office and Treasury Operations in Money Services Businesses MSBs course provides insights into how middle office functions uphold transparency, control, and reconciliation processes. Learners will enhance their decision-making, compliance, and treasury management skills through real-world scenarios. Whether an established professional or new to the financial services industry, this course ensures you gain practical, immediately applicable skills to strengthen MSB performance and regulatory adherence.

Targeted Groups:

This Middle Office and Treasury Operations in Money Services Businesses MSBs training targets professionals seeking specialized knowledge and skills:

- Financial professionals working in MSBs or financial service providers.
- Treasury operations professionals are aiming to enhance technical capabilities.
- The middle office staff is responsible for compliance, reporting, and risk functions.
- Managers oversee liquidity, reconciliation, and financial operations.
- New entrants exploring careers in treasury management or MSBs.
- Internal auditors are working with MSB on operational and treasury processes.
- Finance and risk consultants serving MSB institutions.
- Compliance officers are responsible for adherence to MSB regulations.
- Operational staff manage treasury back office operations.
- Analysts are involved in liquidity forecasting and financial planning.
- Professionals pursue treasury and cash management training programs.
- Staff involved in treasury control and reconciliation practices.

Course Objectives:

Participants will achieve the following objectives by completing the Middle Office and Treasury Operations in Money Services Businesses MSBs course:

- Understand the structural role of the middle office in MSBs.
- Define the key responsibilities of treasury operations.
- Identify components of financial risk in MSB environments.
- Analyze market and credit risks and how to manage them effectively.
- Evaluate liquidity buffers and maintain regulatory compliance.
- Assess the relationship between front, middle, and back office functions.
- Apply strategies for cash flow forecasting and liquidity planning.
- Interpret financial data to support treasury decisions.
- Execute daily reconciliation and treasury control processes.
- Use technology tools for operational efficiency and automation.
- Implement treasury policies aligned with corporate objectives.
- Monitor treasury operations to detect and prevent compliance breaches.
- Develop and document operational procedures for MSBs.
- Enhance cross-functional communication and workflow integration.
- Solve treasury-related problems using structured frameworks.
- Apply learning through simulations and real-world MSB case studies.
- Strengthen reporting processes for internal and external compliance.
- Support the optimization of MSB's financial and treasury functions.

Targeted Competencies:

Participants will gain the following competencies during the Middle Office and Treasury Operations in Money Services Businesses MSBs program:

- Operational knowledge of middle office functions.
- Practical skills in treasury and liquidity management.
- Analytical thinking for risk identification and assessment.
- Ability to optimize treasury operations fundamentals.
- Competence in compliance with treasury operations.
- Insight into treasury middle office training functions.
- Skill in cross-team collaboration and coordination.
- Capability to manage treasury back office operations.
- Familiar with treasury control and reconciliation techniques.
- Understand treasury technology and reporting tools.
- Competence in navigating regulatory frameworks.
- Strong decision-making in high-pressure financial environments.
- Ability to manage cash positions and short-term investments.
- Know MSB-specific treasury processes.
- Proficiency in using financial metrics to guide strategy.

Course Content:

Unit 1: Middle Office Operations in Financial Institutions:

- Define the middle office and its organizational position.
- Understand the role of the middle office in MSBs.
- Distinguish middle office functions from front/back office roles.
- Identify common risks monitored by middle office teams.
- Explore operational risk management and control frameworks.
- Understand middle office involvement in treasury reconciliation.
- Use key performance indicators to track middle office performance.
- Assess the impact of compliance in middle office duties.
- Examine real-time reporting tools used in the middle office.
- Review case studies involving failed middle office control.
- Highlight the importance of data integrity and transparency.
- Understand documentation and audit trail responsibilities.

Unit 2: Treasury Operations for Money Services Businesses:

- Outline the scope of treasury operations in MSBs.
- Examine treasury functions in daily cash management.
- Understand currency positioning and liquidity monitoring.
- Discuss financial planning related to cash flow cycles.
- Integrate treasury and cash management training practices.
- Assess treasury operations against compliance benchmarks.
- Review tools for cash forecasting and position reporting.
- Explore corporate treasury management strategies.
- Introduce treasury back office operations training workflows.
- Monitor foreign exchange risk and currency exposure.
- Understand the role of treasury technology platforms.
- Establish KPIs for treasury operational success.

Unit 3: Risk Management in Treasury Functions:

- Define key risk categories affecting MSBs.
- Identify treasury-related financial and non-financial risks.
- Apply qualitative and quantitative risk assessment methods.
- Implement treasury risk management training and methodologies.
- Understand internal controls for managing treasury risks.
- Evaluate credit risk and counterparty exposure.
- Examine operational risks tied to transaction processing.
- Explore hedging and risk transfer strategies.
- Learn to develop risk mitigation and response plans.
- Monitor risk indicators and response thresholds.
- Leverage risk dashboards for real-time visibility.
- Understand stress testing in treasury risk scenarios.

Unit 4: Liquidity Management in MSBs:

- Define liquidity and its relevance in MSBs.
- Analyze liquidity ratios and financial risk indicators.
- Practice liquidity buffer calculations and regulatory planning.
- Study cash flow patterns across MSB transaction types.
- Implement forecasting models for liquidity events.
- Understand the liquidity coverage ratio LCR.
- Monitor short-term and intraday liquidity positions.
- Align liquidity policies with treasury operations fundamentals.
- Discuss emergency liquidity access protocols.
- Apply compliance in treasury operations related to liquidity.
- Use automation for liquidity reporting and alerts.
- Explore liquidity risks during financial shocks or crises.

Unit 5: Collaboration Between Middle Office, Treasury, and Support Teams:

- Define the responsibilities of the front, middle, and back offices.
- Establish the importance of interdepartmental alignment.
- Promote transparency in financial data sharing.
- Enhance workflows through process integration.
- Apply best practices in operational handoffs.
- Design communication protocols across treasury functions.
- Use cross-team meetings to drive alignment.
- Integrate middle office functions in financial institutions training.
- Document collaboration roles in treasury compliance training.
- Analyze real-world cases of failed coordination.
- Discuss digital solutions for seamless treasury operations.
- Evaluate teamwork's impact on operational agility and compliance.

Final Insights & Key Takeaways:

This Middle Office and Treasury Operations in Money Services Businesses MSBs course equips participants with the core knowledge and practical skills required to navigate complex financial environments. Participants will leave with an in-depth understanding of liquidity management, financial risk mitigation, and treasury operations fundamentals. The course emphasizes real-time decision-making, compliance adherence, and operational excellence.

Collaborative processes between front, middle, and back office roles are explored to enhance strategic outcomes. The Middle Office and Treasury Operations in Money Services Businesses MSBs training course



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prepares professionals to effectively manage treasury operations for money services businesses. Learners can directly apply skills in their professional settings through this training.