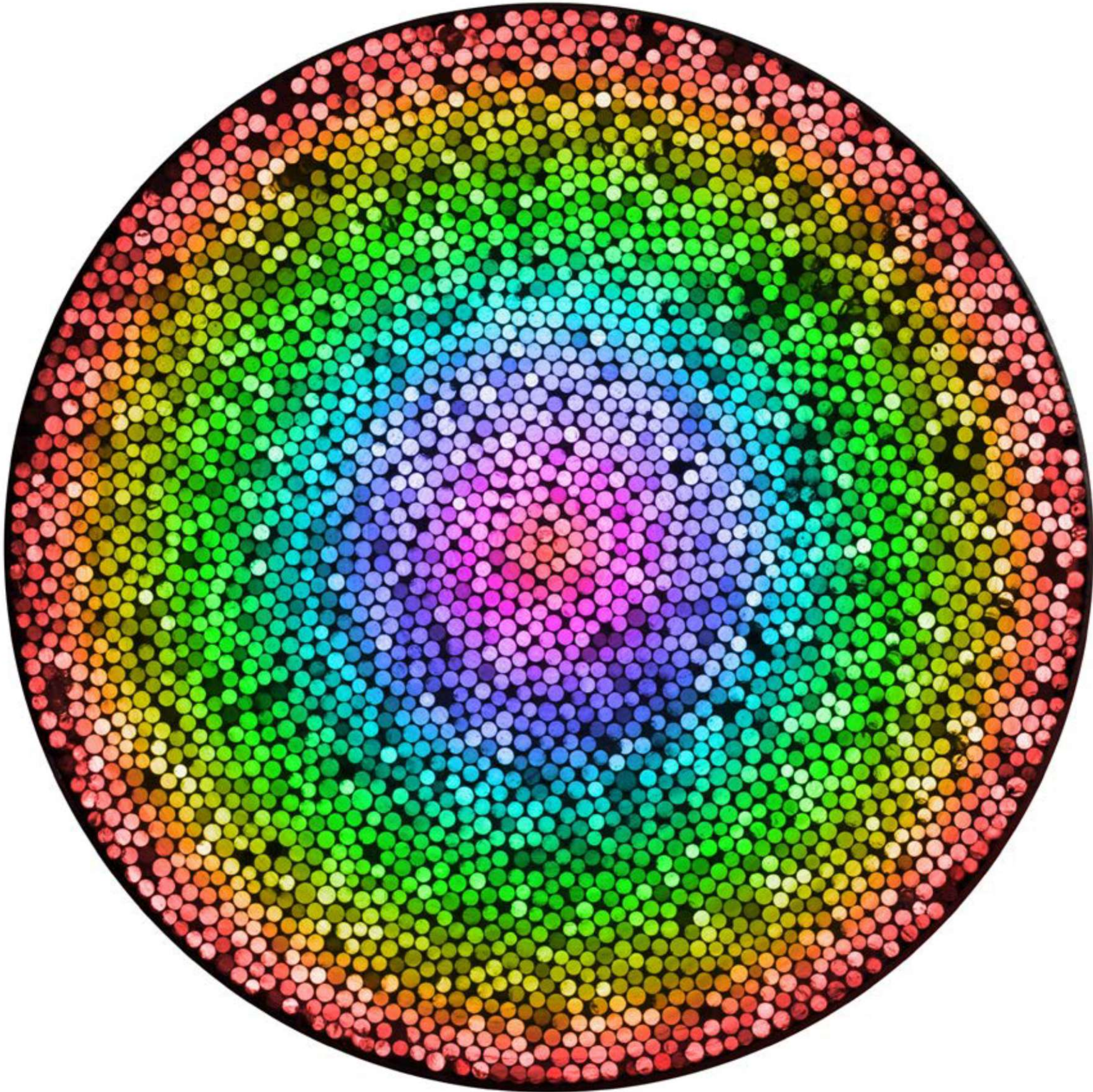


*Grazing Minds*



**Grazing Minds Academy**

An urge to innovate

Trainings and Seminars

*Grazing Minds*  
**Academy**

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## *Why GRAZING MINDS Academy?*

Constant change is a new reality for modern businesses, and there are no grounds to expect the situation in the world to become stable and more predictable in the future.

In a constantly changing environment, one must be ready to act at any time. It is therefore necessary to take quick and logical decisions, which are facilitated by trainings at our academy.

**Training at the Grazing Minds Academy helps managers and specialists from various organizations to be aware of the latest trends in the market and use advanced business management methods in their work.**

**With Grazing Minds Academy you can get maximum benefits by:**

- Learning about the current trends which can affect your business
- Obtaining the necessary Technical training and advice across a broad range of topics (such as accounting, finance, risk management, interpersonal skill development, etc.)
- Developing key skills necessary for the successful solution of current business management problems in local and international markets
- Communicating with colleagues from your industry and others to build business relations and exchange experience
- Using **Grazing Minds** international knowledge base

# Our principles



## Long-term partnerships

Grazing Minds offers integrated development plans for the professional development of specialists in various areas. Programs are designed for different levels of experience, which enables training participants to develop the skills they require, while taking into account their professional growth.



## Innovative approach

Modern methods and techniques are used in the learning process: business games, simulations, facilitated discussions, interactive visualization. Modern methods of communication allow you to react to requests quickly and provide content in the desired format.



## Efficiency

Each training program at Grazing Minds takes into account the special nature of each sector as well as best practices. They encompass original material from related fields of knowledge. Based on the training results, participants are offered post-training support aimed at assessing their achievements and the implementation of their knowledge in their current duties.



# Learning tracks



## Risk management, internal control and internal audit

Our courses in GRC (governance, risk and compliance) are intended for a wide range of participants carrying out their business activities while taking risks into account, as well as for specialists in monitoring and evaluating risk management systems and internal control.

Grazing Minds training helps representatives of various management levels (members of boards of directors, top managers, managers of business units, internal auditors, etc.) get an idea about their role in the formation of effective corporate governance.

We offer training in the following areas:

### Risk management:

- The role of risk management in corporate governance
- Project management for risk management system implementation
- Risk management methodologies
- Management of project risks
- Management of financial risks
- Risk-oriented budgeting
- Project risk management business game
- Risk Management fundamentals

### Internal control

- The role of internal control in corporate governance
- Project management for internal control implementation (including over financial reporting)
- Internal control methodology (including in relation to financial reporting)
- Workshop on the description and improvement of internal control over business processes

### Internal audit

- The role of internal audit in corporate governance
- Internal audit workflow management
- Risk-oriented approach to internal audit
- Analytical procedures and audit sampling
- Preparation and approval of audit reports
- Communication in internal audit
- Interviewing skills and development of critical thinking
- Improvement of the internal audit function, including in preparation for external evaluation
- IT audit (for non-technical specialists and experienced IT auditors)

### Corporate governance

- Corporate management systems and capital markets
- Corporate governance disclosure in annual reports
- Corporate governance:
  - Shareholders' influence on organizations' activities
  - Board of directors effectiveness
  - Board of directors and top management reward systems
  - Best-in-class approaches for audit committees
- A modular course for professional members of boards of directors:
  - Strategy and finance
  - Risk management and internal control
  - Internal audit
  - Counteracting fraud
- Preparing the company for an IPO
- Life after the IPO



## Compliance

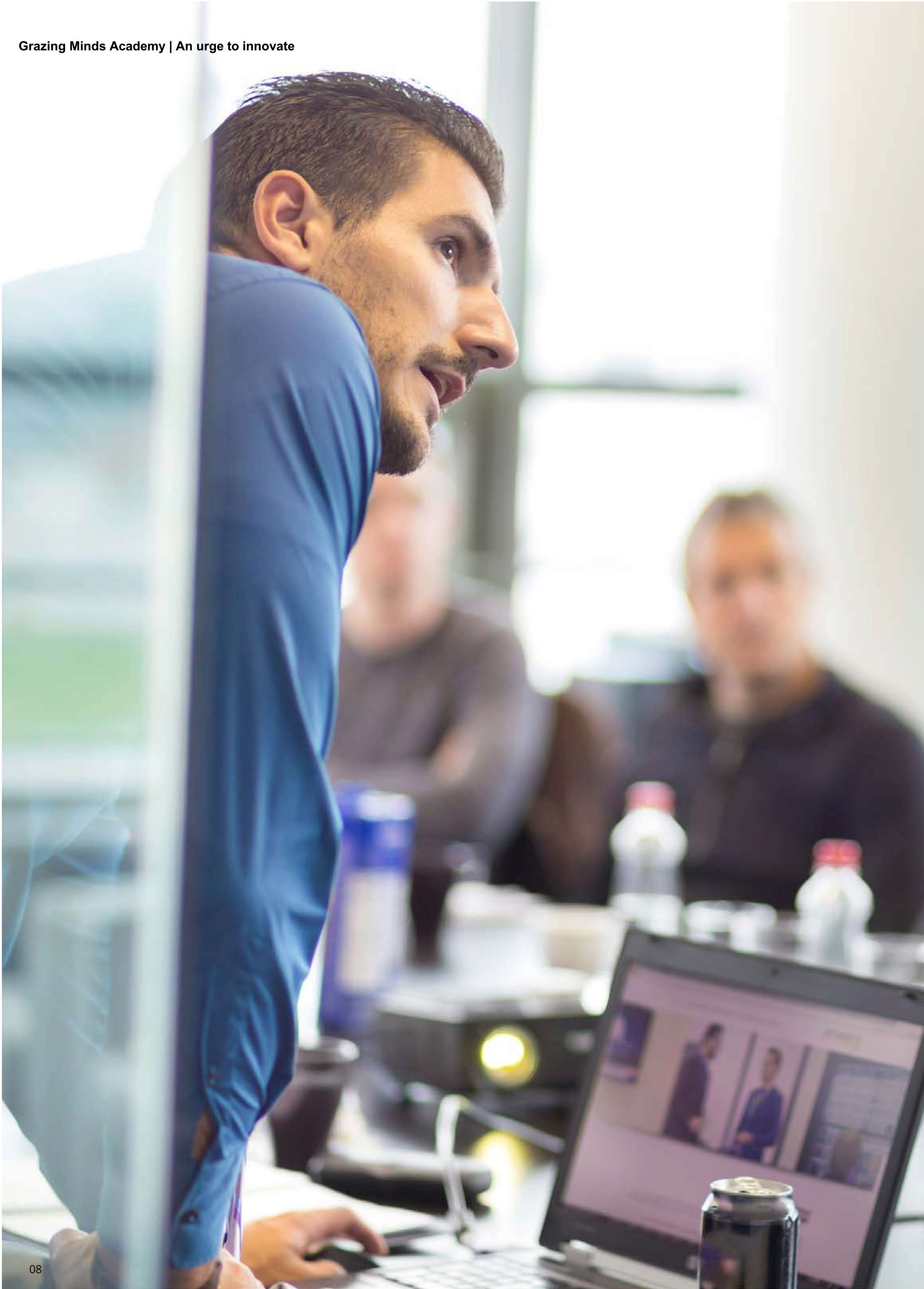
The requirements for companies to have formalized compliance functions are becoming more and more strict. This is due to global trends of increasing transparency among companies. Global corruption scandals and multimillion-dollar fines show how serious the challenges faced by companies in the modern business world are.

During our training program, participants will gain an understanding of the specifics of compliance risks, legal requirements for compliance risk management, the principles of compliance system creation and due diligence.



## Legal

Drafting contracts  
 Preparation for M&A  
 Preparation for due diligence  
 Labor legislation and payroll  
 General Data Protection  
 Data privacy  
 FATCA/CRC  
 Anti-money  
 Laundering/Anti-bribery





## Fraud prevention

Total "internetization" as well as technological and industrial innovations bring in new fraud schemes in business. Today, a company's business reputation is determined not only by the actions of the company itself, but also by the actions of its suppliers and other stakeholders, which is the reason for the emergence of new concepts in business, such as "extended enterprise". The control environment often cannot keep up with the changes in the company, which leads to the need for business structures that are flexible and internally stable against fraud risks.

**Grazing Minds** training addresses the following topics:

- Methods for fraud detection
- Specificities of fraud detection in certain processes and business departments
- Advanced IT technologies used to reduce risks of fraud
- Construction of complex counter-fraud systems



## Project management

The process of improving control systems requires a number of steps involving various specialists to transition from the current state to the target state. This is why complex changes in business are implemented using project management methods. Often companies create special project offices to improve the efficiency of project management processes.

Our training covers general issues in project management as well as specific methods (e.g. agile methodology).



## Finance

Financial literacy has become the universal language of communication in the business world. Understanding complex models in business valuation and financial instruments has become crucial in modern high-tech markets.

Our instructors in financial management will help you understand the role of corporate finance in the organization and learn tools in financial management in a way that is understandable for both financial and non-financial specialists.

The training program includes the following topics:

- Strategic planning
- Budgeting
- Management accounting
- Financial control
- Financial modeling
- Business valuation
- Investment analysis
- Finance for non-financial managers



## Use of information technology

Information technology has become more accessible to a wider circle of specialists. Modern IT tools significantly ease the processing and analysis of data, as well as its presentation to different user groups.

The training program includes the following topics:

- Excel for financial analysts and auditors
- **Description of business processes in MS Visio and ARIS**
- Risk assessment
- SAP (various modules)
- Preparation of presentations in PowerPoint;
- Preparation of reports in QlickView
- Digitalization in business





## Interpersonal skills

For every organization, intellectual and human capital is an important asset that contributes to the achievement of short-term and long-term goals.

Training in this area helps managers and specialists develop their own personal and interpersonal skills (including leadership skills) to aid them in realizing their career ambitions.

Examples of topics discussed during this training program:

- Presentation skills
- Time management
- Team management
- Negotiation and sales skills
- Business image and style
- Conflict management
- Public speaking skills
- Communication skills
- Personal growth and coaching
- Interactive session



## Functional-process training

Training in this area is intended for managers and specialists working in companies' operations departments.

The training programs are particularly relevant if the company is planning a revision of the current architecture of its key business processes or the creation of a business model for a new line of business.

The training program includes the following topics:

- Modern technologies for integrated planning and inventory management
- Material and technical process support
- Personnel management
- Establishment of shared services centers
- Sustainable development, ecology and safety engineering
- Customer service at the highest level
- Business continuity
- Change management



## Industry training



For many non-technical specialists, it is vital to understand the specifics of various industries, in particular, when moving into a company operating in another industry.

For this purpose, Grazing Minds has developed training programs introducing specific industries, which address the following issues: value chains, economic trends, key terms used in the industry, legislative requirements, features of accounting and taxation.

Our instructors, who have extensive experience in providing services for specific sectors of the economy, will share their knowledge in the following industries:

- Financial institutions
- Oil and gas
- Electric power
- Telecommunications
- Retail
- Transport
- Resource extraction
- Automotive
- Construction
- Insurance
- Sport
- Manufacturing
- Technology
- Healthcare
- Hospitality

Many training programs in various fields of knowledge (accounting and finance, internal control risk management, management of business processes and projects) are industry specific.



## Consulting services

Together with experts from departments providing Consulting services, specialists from Grazing Minds participate in cross-functional projects, including:

- Strategy sessions (as facilitators)
- Risk sessions (as facilitators)
- Building a knowledge management system
- Creation of a corporate university
- Developing a competency map
- Competency assessment and drawing up a development plan

# Teaching format



Grazing Minds offers training in the following formats:

- Corporate training which consists of employees of the same company in groups of 30 to 40 people. In some cases, it is possible to increase the number of participants by using technologies for teaching large groups.
- Training by request for representatives of different companies. Groups are formed according to the number of applications per topic.

All training programs are adapted to the goals and objectives of the audience, considering the average level of competency of the participants — basic, standard or advanced.

Trainings at Grazing Minds Academy consists of modular courses with several interrelated themes. For example, accounting under IFRS, transfer pricing, finance for non-financial managers.

Flexibility in the formation of training programs allows the Grazing Minds specialists to combine different training modules or conduct elements of a specific module as a separate training session.

# Contacts



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Grazing Minds training programs are adapted to the specific requirements of each company, especially in regards to their industrial environment, key business processes and special terminology.

Trainings are designed for professionals interested in gaining practical skills through facilitated discussions, business games and simulations.

The training is conducted by certified practicing experts with experience in large-scale transformational projects.

**Do you want  
to learn more  
about the training  
programs?**

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<https://grazingminds.co.in>

**Grazing Minds conducts educational and advisory trainings for managers and specialists on the following topics: Risk management, internal control and finance, as well as seminars on interpersonal skill development, leadership skills, entrepreneurial management, design thinking etc.**

**grazingminds.co.in**

## **About Grazing Minds**

Grazing Minds refers to one or more of Grazing Minds Research And Consulting LLP ("GMRC"), DH Venture Holdings its global network of member firms and their related entities. Grazing Minds is a leading global provider of skilling, training, consulting, financial advisory and related services. Our network of member firms in more than 8 countries and territories serves one out of ten Fortune Global 500® companies.

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