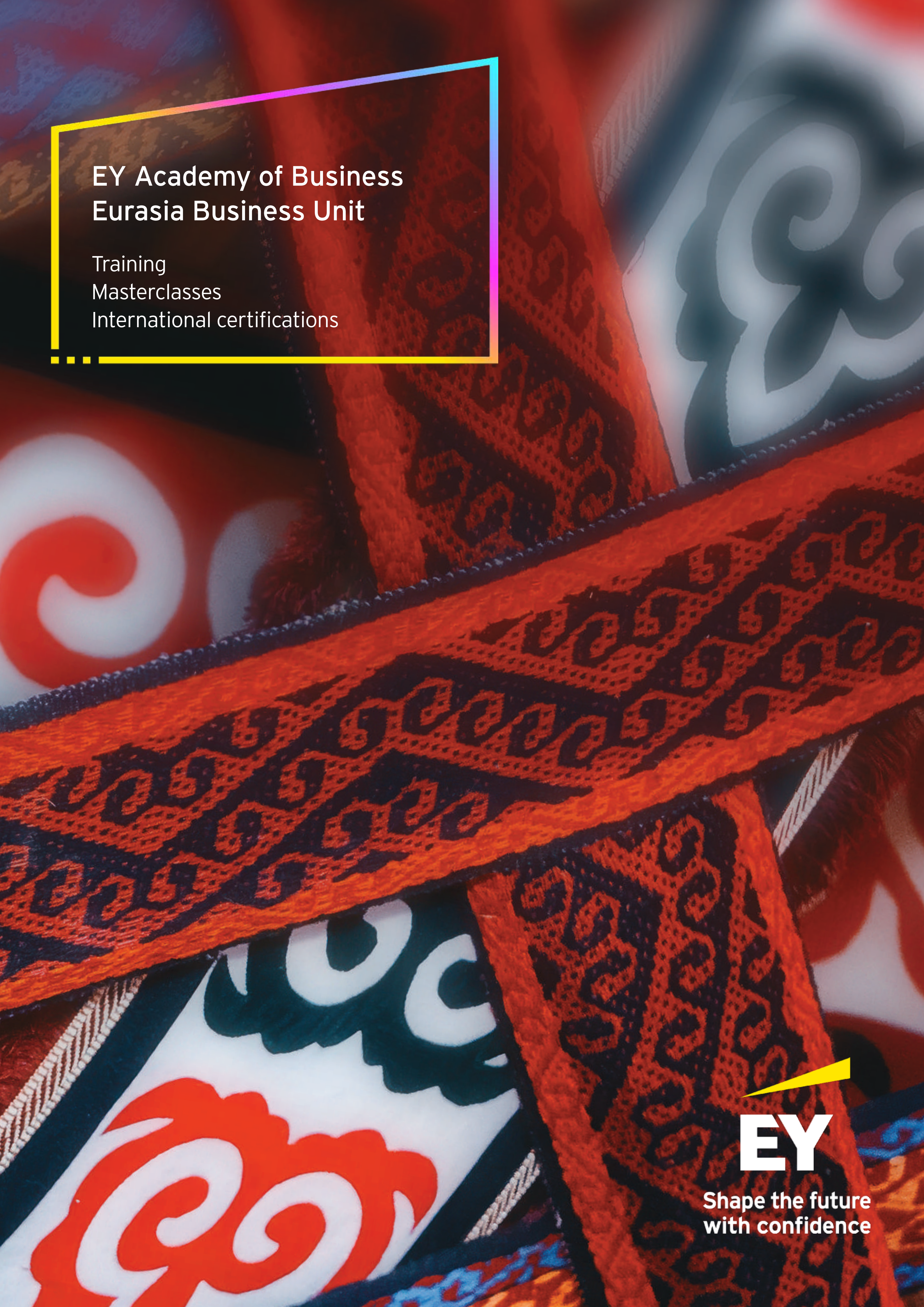


EY Academy of Business
Eurasia Business Unit

Training
Masterclasses
International certifications

EY
Shape the future
with confidence

Content

EY Academy of Business Eurasia Business Unit has the status of an official partner and training provider of leading international institutions and associations. We have trained tens of thousands of employees of leading companies in Eurasia since 1999. EY Academy of Business provides world-class training for you and your employees.

EY Academy of Business training is distinguished by an open atmosphere, which allows you to unlock the potential of each participant and makes the learning process engaging, promotes the exchange of experience between participants and the establishment of new business connections. We are recognized as official partners of leading organizations that certify the competencies of experts around the world.

100k
clients

30
years of leadership

150+
training programs

50+
experts

REGISTERED LEARNING PARTNER ACCA
FACE TO FACE DELIVERY

NATIONAL REGISTRY OF CPE SPONSORS

IPMA international project management association

Learn from the experts

Your trusted professional development consultant

A series of training courses on artificial intelligence, and its practical application

Artificial Intelligence (AI)

In our artificial intelligence training, we show how to use AI to solve real-world tasks – from day-to-day automation to more complex business scenarios. Participants will learn how to work effectively with ChatGPT and other generative AI, prepare texts, analytical materials and presentations, explore the market, generate ideas and content, and better understand the capabilities of modern AI tools. The programs include both basic topics on the use of artificial intelligence in business and more specialized areas such as the use of AI in cyber defense and in creating attractive presentations. We pay special attention to the quality of the result, the limitations of technology, safety, and the responsible use of AI in practice.

Explore AI training courses at
eyacademyeurasia.com

Artificial Intelligence

AI in the program

Artificial Intelligence: A Full Spectrum of Business Solutions

You will explore the possibilities of artificial intelligence and large language models and understand how to apply them in work and business. During the training, you will learn how to use modern AI tools to prepare texts, search for information, analyze data, generate ideas and content. You will also learn how companies implement AI, what difficulties they may face, and how to take the first steps in this direction.

Duration

2 days
16 academic hours

AI in the program

Artificial Intelligence and Automation in Cybersecurity

You will learn how artificial intelligence helps protect companies from modern digital threats. The training examines new approaches to the work of cybersecurity centers, automation of individual tasks and the use of AI in the work of information security specialists. You will analyze practical examples, learn how to work with queries for information security tasks, and understand how to use AI to identify threats and respond to incidents faster.

Duration

1 day
8 academic hours

Artificial Intelligence

AI in the program

PowerPoint: Decision-Driven Presentations with AI

You will learn how to create clear, logical and high-impact presentations for different tasks and audiences. During the training, you will learn how to set goals, think through the structure and design of slides, and also learn how to use AI to generate ideas, create text, and design visual content.

Duration

2 days
16 academic hours

AI in the program

Digital marketing

During the training, you will explore the basic marketing tools, learn how to analyze the customer journey, work with important indicators and better understand what affects the result. You will also learn how to use AI in marketing to prepare content, generate ideas, and analyze the audience.

Duration

2 days
16 academic hours

AI in the program

Leadership & AI: Character and Influence

During the training, you will master practical tools for developing leadership skills, personal discipline and confident interaction with the team. You will learn how to conduct complex conversations, better understand employees with different values and characteristics, and collaborate effectively across generations. The program also uses a chatbot for individual exercises and simulations, which helps to develop communication approaches in practice.

Duration

2 days
16 academic hours

Artificial Intelligence

AI in the program

Claude Intensive: Practical Application for Business

You will learn to effectively leverage Claude's capabilities to handle routine and complex professional tasks, automate routine processes, and improve the quality of your work with text, data, and analytics. Throughout the program, you will master modern prompt engineering techniques, learn to craft high-quality prompts, manage complex documents, analyze information, and use Claude to boost both personal and team productivity.

Duration

1 day
8 academic hours

AI in the program

Artificial Intelligence in Project Management

You will learn to apply artificial intelligence tools across all stages of project management–from planning and risk assessment to monitoring execution and preparing project documentation. Throughout the program, you will explore practical AI use cases and master methods to automate project workflows, enhance team collaboration, and drive more informed management decisions.

Duration

2 days
16 academic hours

Artificial Intelligence: Possibilities and Limits

AI today can do a lot: answer questions, help write texts, and analyze data. However, like any technology, it has its limitations, which are important to consider when working with it.

- AI can produce convincing yet false information: incorrect dates, non-existent laws, or fictitious sources. However, it fails to recognize its own errors.
- AI easily handles complex tasks, but it can make mistakes even on simple ones. Therefore, its results always require verification.
- AI doesn't have a stable understanding of the context of your work: every new interaction starts from scratch.
- If the task is not clearly formulated, the AI makes assumptions. The more precise the request, the higher the quality of the result.
- Confidential data, such as personal information, contracts, internal reports, and other sensitive materials, cannot be entered into open AI systems.

Someone must set the task, verify the results, and take responsibility for the decision. This is why AI does not replace humans, but rather helps them work faster and more efficiently.

Read more at
eyacademyeurasia.com

Artificial Intelligence: On-Demand Enterprise Programs

1
For managers

2
Oil and gas industry

3
Telecommunication

4
Project management

5
Risk management

6
Critical thinking

7
Metallurgical industry

Series of training courses on business analytics, data visualization, and programming

Digital Academy

In our training programs, we show you how to work with data, analyze it, and prepare insightful reports for executive management. You will learn to use Excel, Power BI, and Python more confidently, automate routine tasks, and apply modern digital tools to your daily work.

Explore digital training courses
at **eyacademyeurasia.com**

Working with Data

Excel I: Essentials

You will master the core Excel tools for daily data processing, formulas, and charts. During the training, you will learn to confidently apply both standard and advanced Excel functions, work with dynamic arrays, and quickly prepare reports using pivot tables.

Duration

2 days
16 academic hours

Excel II: Smart Reporting

You will learn how to work with large amounts of data in Excel, automate information processing, and prepare analytical reports faster. The training covers Power Query, Power Pivot, and other modern Excel tools that help reduce manual work and build a streamlined data refresh and reporting workflow.

Duration

1 day
8 academic hours

Data Analytics & Visualization in Excel

You will learn how to transform complex data into clear, visual, and actionable business reports, charts, and dashboards. During the training, you will master the principles of effective data visualization, consolidate data from multiple sources, calculate key metrics, and design interactive Excel dashboards.

Duration

2 days
16 academic hours

Working with Data

Power BI I: Fundamentals

You will explore the core capabilities of Power BI and learn how to work with data at all key stages: from loading and cleaning to creating models and interactive dashboards. The training will help you understand how to combine data from different sources and build intuitive reports.

Duration

2 days
16 academic hours

Power BI II: Advanced Analytics

You will deepen your skills in Power BI and learn how to connect data from different sources, build more complex models and work with advanced calculations. The course covers techniques for accelerating data processing, automating report refreshes, and troubleshooting common errors.

Duration

1 day
8 academic hours

Python Analytics with AI

You will explore Python as powerful tool for data automation and analysis. During the training, you will learn how to use AI assistants to speed up work with code, automate the processing of Excel files, clean and combine data, as well as prepare analytical reports and visualizations.

Duration

2 days
16 academic hours

Digital Skills

AI in the program

Digital Marketing

During the training, you explore the basic marketing tools, learn how to analyze the customer journey, work with important indicators and better understand what affects the result. You will also learn how to use AI in marketing to prepare content, find ideas, and analyze the audience.

Duration

2 days
16 academic hours

MS Project: Workshop

You will learn how to plan a project in MS Project: set tasks, arrange their sequence, allocate resources, and track deadlines. During the training, you will also master critical path methodology, build and manage Gantt charts, and use ChatGPT to prepare individual elements of the project plan.

Duration

1 day
8 academic hours

Digital Skills: Windows, Word & Outlook

You will learn to work more confidently in Windows, Word and Outlook and use Copilot in daily tasks. During the training, you will learn how to process documents faster, write clear emails, manage calendar, and organize daily workflows.

Duration

1 day
8 academic hours

Digital Leadership: Strategy, Standards & Technology

You will gain practical tools for managing IT in a company and develop a clear alignment between IT initiatives and business goals. During the training, you will cover IT budgeting, risk management, IT strategy, cloud solutions, and core standards to make confident decisions and drive digital transformation.

Duration

2 days
16 academic hours

A series of training programs on leadership, management, and strategic communication.

Programs for Top Management

Our executive programs develop practical management skills, strategic thinking, and leadership competencies needed for decision-making under uncertainty and elevated risk. Participants learn to build effective communication, manage reputation, work with the media and stakeholders, and strengthen their leadership role during periods of change and business transformation.

Explore executive training courses at
eyacademyeurasia.com

Executive MBA: Intensive

5 days | 40 academic hours
30 CPD units | 35 CPE hours

1

Turbulent Business Environment, Strategy and Strategic Drift

- Strategy cascading
- Characteristics of successful strategies
- Strategic analysis
- How to prevent strategic drift

2

Strategic Risk Management: Scenario Planning

- Identifying, assessing, and responding to risks
- Scenario planning in a turbulent business environment
- EY recommendations: proactive risk management before a crisis

3

Finance in Planning and Decision Making

- Finance and BCG matrix
- Sources of financing
- Aligning financial golas with corporate strategy
- Shareholders and stakeholders

4

AI for executives

- AI fundamentals for executives
- Prompt engineering: setting clear AI objectives
- AI tools for executive workflow and productivity

5

Leadership Development via DISC®

- Identifying conterpart communication styles
- Team profile analysis: strengths and limitations
- Avoiding potential conflicts

Programs for Top Management

Strategy Session: Formulating Strategy and the Specifics of Strategic Planning in the Modern Business Environment

You will master modern approaches to strategic planning and learn to formulate strategy in a rapidly changing business environment. In this training, you will explore strategic analysis tools, learn to decompose goals into specific tasks, allocate areas of responsibility, and turn strategic plans into clear actions for your team.

Duration

2 days
16 academic hours

Project Management for Top Managers

You will master the core principles of project management for top managers and learn to view projects as a tool for implementing company strategy. In this training, you will explore project portfolio management, project performance assessment, resource balancing, and approaches to increasing the organization's project maturity.

Duration

2 days
16 academic hours

Programs for Top Management

The Power of a Leader: Building Influence and Maintaining Clarity Under Pressure

You will learn to maintain clarity of thinking and make balanced decisions under high uncertainty, pressure, and constant change. During the program, you will explore tools for developing leadership influence, strengthening inner resilience, and managing your own state, and learn to handle complex management challenges more effectively.

Duration

On request

Trust-Based Partnership: Building Relationships with Key Stakeholders

You will learn to build trusting, long-term relationships with key stakeholders, strengthen your influence, and interact effectively in times of change and high uncertainty. During the program, you will master practical approaches to developing partnerships, managing stakeholder expectations, and creating strong professional connections that support the achievement of the organization's strategic goals.

Duration

On request

Reputation, Media, and Strategic Communication for Executives

New

Become a voice trusted by the media and the market
Programs for top executives and leadership teams focused on developing strategic communications, managing reputation, and effectively engaging with the media and key stakeholders amidst high uncertainty and public scrutiny.

Reputation and leadership
In an environment of high public visibility, an executive's reputation becomes a strategic company asset. The ability to build trusting relationships with employees, partners, investors, and the media helps strengthen leadership positions and support sustainable business growth. Consistent communication fosters trust and enhances the executive's influence.

Media Relations
Working with the media requires not only expert knowledge but also a confident command of public communication tools. Preparing for interviews, speeches, and challenging questions enables leaders to clearly convey key messages, maintain confidence in the public eye, and effectively represent the organization's interests.

Strategic Communications
Effective communication is a vital component of executing corporate strategy. Leaders learn to craft consistent messages for diverse audiences, ensure alignment between the board of directors and the executive team, and build trust among key stakeholders amidst constant change. The program also explores techniques for communicating strategic priorities with clarity, managing expectations, and maintaining transparency during periods of organizational transformation.

Reputational risks and crisis situations
The modern information environment demands a readiness to respond quickly to crisis events. Practical tools help identify potential reputational risks, develop crisis communication scenarios, and make well-considered decisions, thereby maintaining trust in the company and its leadership even amidst high uncertainty. Participants will also examine real-world case studies, strengthen decision-making under pressure, and learn how proactive communication supports long-term organizational resilience and stakeholder confidence.

More about each training program

Confident Media Handling and Public Speaking

- Understanding how journalists work and how media narratives are formed
- Preparing top managers for high-reputation-risk interviews in print, broadcast, and digital media
- Handling hostile, investigative, and politically sensitive questions
- Key message discipline, dialogue management techniques, and developing executive presence

Reputational Resilience and Crisis Communication

- Building and protecting the corporate and personal reputation of executives
- Identifying reputational vulnerabilities and early risk signals
- Responding to negative media coverage and disinformation
- Crisis communication frameworks for senior leadership
- Coordinating communication, legal, and management teams

Communication in Sustainability and Energy

- Analyzing and tracking international media coverage of energy companies
- Building convincing and transparent communication on ESG and sustainability
- Engaging with agendas from activists, NGOs, and regulators
- Ensuring sustainability communication match the company's actual operational practices

Communication amid Geopolitical and Reputational Risks

- The impact of geopolitical dynamics on media narratives
- Communicating corporate strategy amid regional and global tensions
- Managing media risks in emerging and high-risk markets
- Navigating Western media coverage of operations in Central Asia

Leadership Communication and Professional Positioning

- Creating clear and consistent corporate narratives
- Positioning executives as authoritative thought leaders
- Columns, interviews, and expert commentary that mitigates reputational risk
- Message consistency across markets and languages

Preparing executives for public and crisis communications

- Media risk awareness for board members and top managers
- Personal accountability and public exposure of leadership
- Crisis simulations and scenario planning at the leadership level

Only in corporate format
Duration on request

A series of training sessions on working with HR solutions

HR Lab

In our HR Lab courses, we don't just explain – we demonstrate in practice how to work with digital HR solutions: from deep data analysis and KPI system design to internal communication and reward frameworks. You will learn to confidently work with analytics and tools, build a transparent performance evaluation system, and develop employee motivation to increase your personal effectiveness and strategic value for the company.

Explore HR training courses at
eyacademyeurasia.com

Working with HR Solutions

Performance Management and KPI Systems

You will master key approaches to managing employee performance, learn to develop and apply effectiveness indicators within a goal-management system, and understand how performance evaluation is connected to organizational design, compensation systems, and other HR processes.

Duration

1 day
8 academic hours

Fundamentals of Personnel Management

You will understand the influence of business climate and modern trends, master the key areas of HR activities, and learn effective methods for performance evaluation.

Duration

1 day
8 academic hours

HR Analytics

You will learn why HR analytics is needed, how to select and apply metrics, collect qualitative and quantitative data, and use them in your work.

Duration

2 days
16 academic hours

Working with HR Solutions

Internal Communication Management

You will understand the goals, tasks, and stages of managing internal communication within a company. You will learn to define the target audience and create value-based messages for it. You will master practical tools for organizing effective information exchange within an organization.

Duration

1 day
8 academic hours

Compensation Management

You will become familiar with the Total Rewards concept and learn to manage both fixed and variable parts of compensation, including the social benefits package. You will study job evaluation methods and the principles of building job grades.

Duration

1 day
8 academic hours

HR Digital School

3 days | 24 academic hours

1

Identifying employee needs

- Creating simple surveys and forms
- Automatic collection and processing of responses
- Writing job descriptions with AI
- Resume screening using AI

2

Candidate onboarding and training

- Rapid creation of training courses using website builders
- Content planning and creation of interactive elements
- Creating short video courses without filming
- AI-driven training search and selection

3

Communication Automation and Analytics

- Employee newsletters
- FAQ chatbot
- Employee turnover analysis in Power BI

Comprehensive development program

Business Trainers Academy

Program modules

1

Specifics and Structure of Business Training

- Differences between training and other forms of education and the competencies of a business trainer
- Adult learning principles and methodological work
- Stages of skill development and the algorithm for working with skills during training

2

Business Training Methods

- Forms and methods of group work
- Facilitation rules and training in basic coaching tools
- Empathy development and burnout prevention

3

Development of Educational Presentations

- Presentation purpose, composition, and design standards
- Presentation options
- Time optimization: AI with MS PowerPoint

4

Public Speaking

- Causes and symptoms of public speaking stress
- Techniques for effectively handling complex issues and presentation skills
- Components of a presentation: visual, vocal, and verbal
- Audience engagement tools

5

Defense of Work and Certification of Participants

- Training styles
- Rules for providing developmental feedback
- Conducting a demo training session with participants
- Feedback
- Creating an individual development plan

For whom

- In-house trainers
- Managers and specialists who train their company's employees
- Experts who conduct training and master classes for clients

Soft skills training sessions for business owners, executives, and specialists

Leadership and Management

A study of key management tools necessary for effective task, change, and personnel management. This section covers goal-setting, delegation, and control techniques, conflict resolution strategies, decision-making skills, and the practical implementation of AI solutions in work processes. Training will help managers develop leadership competencies, strengthen teamwork, and increase employee motivation to achieve outstanding team management results.

Explore soft skills training courses at
eyacademyeurasia.com

Leadership and Management

New

Leadership and Artificial Intelligence: Strength of Character and the Power of Influence

You will gain mature leadership and personal effectiveness skills using AI, as well as master tools for productive team collaboration and engaging employees in shared goals. You will also learn how to navigate difficult conversations and effectively manage people of different generations and values.

Duration

2 days
16 academic hours

New

Corporate Culture: Strategies and Tactics

You will receive modern tools for diagnosing and transforming corporate culture, which can be immediately applied across your company. Learn to consciously manage culture, understanding its direct impact on key business metrics.

Duration

2 days
16 academic hours

New

Leadership Models and Behavioral Design

You will gain modern management tools for the AI era, master behavioral design to improve team effectiveness, become familiar with current leadership models, and learn how to create a culture of trust and psychological safety.

Duration

2 days
16 academic hours

Leadership and Management

Leadership Development via DISC®

You will learn to understand yourself and others so you can easily negotiate, prevent conflicts, and persuade. You'll master the principles of team building, role assignment, and effective collaboration.

Duration

1 day
8 academic hours

New

Business Coaching Tools

You will master over 20 proven tools, learn how to apply them as a leader and mentor, effectively unlock your team's talents, and motivate employees to achieve their goals.

Duration

2 days
16 academic hours

Cross-Cultural Leadership and Corporate Culture

You will learn how to improve intercultural business relationships within and between teams. You will also learn how to apply behavioral and communication strategies in accordance with local corporate and international regulations, as well as internal and external conduct.

Duration

1 day
8 academic hours

Leadership and Management

Effective Manager

You will gain a proven set of management tools and learn how to consciously manage people to achieve business results, plan effectively, assign tasks, delegate, provide feedback, motivate, set goals, and manage priorities.

Duration

2 days
16 academic hours

Change Management

You will master change implementation methodology, understand your role and the role of your colleagues in implementing successful changes, develop techniques for creating a vision for change, assessing its impact on business units, and developing a communication plan and team motivation.

Duration

1 day
8 academic hours

Conscious Leadership

You will learn to consciously use emotional leadership styles to achieve team effectiveness and a positive work atmosphere, and to maximize synergy and engagement in team work.

Duration

1 day
8 academic hours

Team Management

This training will help you understand how to build a team into a cohesive whole, consciously manage relationships within the team, influence the culture and atmosphere within the team, play a leadership role within the team, and lead to results.

Duration

2 days
16 academic hours

Soft skills training sessions for business owners, executives, and specialists

Interpersonal skills

Learn the key skills needed for successful interactions with colleagues, clients, and partners. This section covers communication techniques, conflict management, problem resolution, empathy development, leadership skills, and teamwork, as well as hands-on training with AI tools. Soft skills training will help participants improve their professional communication, strengthen relationships with clients and partners, and develop leadership skills for leading their teams.

Explore soft skills training courses at **eyacademyeurasia.com**

Communication

Effective Communication and Assertiveness: How to Get What You Want Without Conflict

You will acquire a set of fundamental communication tools, gain an understanding of communication principles, and learn to minimize barriers while balancing your own needs with the interests of your conversation partner. The program will equip you with assertive communication techniques that enable you to express your point of view confidently, assert boundaries constructively, and reach mutually beneficial solutions. Practical tools will help you build trusting relationships, prevent conflicts, and enhance communication effectiveness in a professional setting.

Duration

2 days
16 academic hours

Effective Negotiation

You will learn the principles and techniques of effective negotiation. You will understand how to achieve your negotiation goals with colleagues, suppliers, and clients. You will identify the causes of difficult negotiation situations and ways to redirect negotiations toward a constructive outcome.

Duration

2 days
16 academic hours

Public Speaking

You will learn to feel comfortable speaking in front of audiences of any size, from regular employees to senior management. You will learn how to make your presentations more engaging and engaging, and confidently answer questions from attendees, no matter how complex.

Duration

2 days
16 academic hours

Communication

Active sales in B2B

You will learn how to significantly improve sales efficiency, both your own and that of your department. You will master proven sales techniques and learn to use a systematic approach to managing your sales department.

Duration

1 day
8 academic hours

A Systematic Approach to Conflict Resolution and Prevention

You will learn to diagnose conflict situations and apply various strategies for managing them. Master action patterns for de-escalating and preventing violent conflicts. Create a personal plan for developing effective dispute resolution skills.

Duration

2 days
16 academic hours

Communication

Influence Strategies in Difficult Negotiations

Only in corporate format

You will understand your counterpart's psychology and master effective strategies for setting goals and achieving results in negotiations. Learn how to influence through body language and active listening, and adapt your communication style for maximum persuasiveness.

Duration

2 days
16 academic hours

MBTI®: Personal and Team Effectiveness

You will analyze your behavioral style according to the MBTI®, master strategies for interacting with different types to achieve synergy, and improve personal and team effectiveness.

Duration

1 day
8 academic hours

Soft skills training sessions for business owners, executives, and specialists

Self management

Learning the key skills necessary for personal effectiveness and conscious self-management in a dynamic environment. This section includes techniques for prioritizing tasks, planning time, developing proactivity, managing personal energy, as well as stress management and emotional resilience. Soft skills training will help participants work more productively, maintain focus under intense pressure, make informed decisions, and harmonize professional interactions with colleagues, clients, and partners.

Explore soft skills training courses at **eyacademyeurasia.com**

Self management

Time Management

You will learn how to create a schedule that is resilient to changes and unexpected tasks, and you will gain tools to reduce your workload and recommendations for maintaining a healthy work-life balance. Throughout the program, you will master practical methods for prioritizing, planning effectively, and managing your time amidst a heavy workload. The tools you acquire will help boost personal productivity, lower stress levels, and sustain consistent performance without the risk of burnout.

Duration

1 day
8 academic hours

Emotional Intelligence

You will learn to identify areas for personal emotional intelligence development in daily management, discover the specifics of behavioral styles, and learn how to build constructive relationships within a team. You will also gain a set of techniques and tools for self-monitoring and effective reflection.

Duration

1 day
8 academic hours

Self management

Stress Management

You will gain effective tools for managing stress and learn how to apply them depending on the specific situation. You will be able to assess your level of stress sensitivity and create a plan to build your stress resilience.

Duration

2 days
16 academic hours

Personal Leadership

You will develop a “personal responsibility” mindset to develop proactivity and an internal locus of control, define strategic goals, assess the current situation and build a plan to achieve goals, and learn to develop your authority within the team.

Duration

2 days
16 academic hours

Self management

Personal Effectiveness and Communication Destructors

You will understand how to boost your team's personal and internal initiative. You will address your own and your team's destructive habits and gain tools for personal and team transformation. You also learn how to develop sustainable behavior patterns that support productivity and accountability. You will learn how to build effective communication, prevent internal conflicts, and increase team engagement. You will learn to identify the causes of declining initiative and apply techniques that help maintain motivation, manage energy, and build a healthy work dynamic.

Duration

1 day
8 academic hours

AI in the program

Critical Thinking in the Age of AI

You will learn to better understand what helps and hinders us in critical thinking, recognize common thinking traps and their impact on our decisions. Master critical thinking as a "safety technique" in the information flow: learn to analyze information, identify its value and essence, ask precise questions, critically evaluate arguments, and draw balanced conclusions.

Duration

1 day
8 academic hours

Training sessions for accounting and financial reporting methodology staff

Financial Accounting

This section covers the study of International Financial Reporting Standards (IFRS), including sustainability-related disclosure standards (IFRS S1 and S2). Participants will gain an understanding of the fundamental principles of financial accounting under IFRS. The training also helps participants learn how to use information from financial statements to make key decisions and improve company performance.

Explore financial accounting training courses at **eyacademyeurasia.com**

IFRS: Theory and Practice of Standards Application

Current aspects of IFRS

You will master the practical application of IFRS, understand how business decisions affect the presentation of financial information, and learn the disclosure requirements for interim and annual financial statements.

Duration

3 days
24 academic hours

New IFRS: Latest Changes and Practical Aspects

You will receive a comprehensive overview of new IFRS standards and interpretations that have been adopted or amended over the past 18 months. You will also learn about the current status of IASB projects regarding the issuance of new standards and amendments to existing ones.

Duration

1 day
8 academic hours

IFRS S1 and S2 Standards on Sustainability Disclosures

You will study the financial reporting disclosure requirements of IFRS S1 and S2, and become familiar with the processes for identifying and assessing sustainability risks and opportunities, as well as climate risks. You will also explore the concept and continuity of the Task Force on Climate-Related Financial Disclosures (TCFD), the concept of setting climate risk management objectives, and become familiar with Scopes 1, 2, and 3 of the Greenhouse Gas Protocol.

Duration

1 day
8 academic hours

IFRS: Theory and Practice of Standards Application

IFRS 9 Financial Instruments

You will become familiar with the key provisions of IFRS 9 "Financial Instruments" and learn how to confidently classify financial assets and financial liabilities. You will also learn the criteria and options for reclassifying financial instruments between categories.

Duration

1 day
8 academic hours

Accounting for Deferred Taxes. IAS 12

You will be introduced to the correct calculation of deferred taxes in accordance with IAS 12 Income Taxes, and will also gain a clear understanding of the requirements of IAS 12 regarding the methodology for calculating deferred taxes and disclosures in the notes.

Duration

2 days
16 academic hours

IFRS 15 Revenue from Contracts with Customers

You will understand the practical aspects of applying IFRS 15 "Revenue from Contracts with Customers". You will become familiar with the revenue recognition model and its five steps, as well as the disclosure requirements under IFRS 15.

Duration

1 day
8 academic hours

IFRS 16 Leases

You will understand the requirements of IFRS 16 "Leases" for reflecting leases in financial statements, gain fundamental knowledge of the key provisions of the standard, and also assess the extent to which the requirements of the standard influence the adopted accounting procedure for lease transactions in your company.

Duration

1 day
8 academic hours

IFRS: Industry Insights

Financial Accounting in the Oil and Gas Industry

You will understand the reflection of business practices in financial statements and the specifics of forming the accounting policies of an oil and gas company. You will also learn to define industry-specific criteria for recognizing company's assets, liabilities, revenues and expenses.

Duration

2 days
16 academic hours

Financial Accounting in Mining Industry

Only in corporate format

You will understand the reflection of business practices in financial reporting and the specifics of the formation of the accounting policy of mining company. You will also learn to define industry-specific criteria for recognizing a company's assets, liabilities, revenues and expenses.

Duration

2 days
16 academic hours

Cash Flow Statement

You will learn to apply theoretical knowledge in practice to independently construct a Cash Flow Statement. You will understand how to organize and unify the process of preparing a Cash Flow Statement in accordance with best international practice.

Duration

2 days
16 academic hours

Training sessions for specialists and managers of the finance department

Financial Management

The section includes the study of key aspects of financial management for specialists and managers. Participants will receive tools and knowledge to analyze a company's financial performance, assess its potential and develop business plans, and will also learn to assess risks and make decisions based on financial performance data. The training in this section will help managers develop skills in financial planning and management of company resources to ensure its successful development in the long term.

Explore financial management training courses at **eyacademyeurasia.com**

Financial Management: CFO Workshop

3 days | 24 academic hours
18 CPD units | 21 CPE hours

1

The CFO is a strategic business partner.

- Strategic planning: aligning financial strategies with business management
- Strategic thinking and risk management

Financial Strategies – Your Own Path to Success

- Sources and instruments of financing: risks and life cycle stages
- The role and hierarchy of capital
- Internal sources off Financing. Working capital management
- Financing structure and the concept of financial leverage (DFL)

From business strategy to financial model – embracing the vast scope of corporate finance

Practical task: constructing a macromodel of normal growth and selecting the optimal financing structure using the Goal Seek and Solver functions

2

Financial Analysis – Seeing the Invisible

- Financial criteria for assessing strategy success
- Cascading market value to current company performance: PBV, PE, EVA, WACC, Re, ROE
- DuPont analysis of ROE
- Modern approaches: cash flow performance measures
- Studying the sensitivity of model results to factor changes: scenario and factor analysis. tornado diagram
- Interpreting financial performance using critical thinking

3

Investing as a Business: Careful and Methodical

- Strategic financial decision making: resource allocation and capital planning
- Cash flow forecasting
- Investment project performance indicators: NPV, PI, IRR, DPP, and their applications

Blockchain, Digital Assets and Decentralized Finance (DeFi)

Blockchain and Web 3.0

Blockchain, digital assets, and decentralized finance (DeFi) have evolved from experimental technologies into fully-fledged elements of the modern economy in recent years. They form the foundation of Web 3.0—a new stage in the internet's development, where control over data is gradually shifting from corporations and governments to users themselves.

Transparency and trust

By providing transparency and security for transactions, blockchain has become the foundation for cryptocurrencies, tokenized assets, and smart contracts that are changing the way we think about money, property, and trust.

Challenge to the traditional system

DeFi, in turn, has challenged the traditional banking system by offering lending, trading, and investing without intermediaries—just code, algorithms, and open protocols. This transition to a decentralized financial system is already creating a new reality, where the boundaries between countries and currencies are blurring, and access to capital is becoming global and equal.

Macroeconomic context

Moreover, DeFi's prospects appear even more significant against the backdrop of current macroeconomic challenges. Sanctions, inflation, restrictions on international payments, and crises of confidence in fiat currencies are forcing both private investors and large corporations to seek alternative financial instruments.

Practical Application

Decentralized finance running on blockchain offers fast, low-cost, and politically independent payment solutions, whether through stablecoins for settlements or decentralized exchanges for asset exchange. Regulatory pressure and market volatility create risks, but they also accelerate the development of more resilient and scalable DeFi protocols.

Long-term perspective

In the long term, this could lead to the formation of a parallel financial system, where traditional banks and government currencies will be forced to either adapt or cede some of their influence to algorithms and the user community.

New

Future Finance: DeFi, Blockchain & Digital Assets

A program for those who want to understand what decentralized finance and digital financial assets are, how they work, and where they can be applied.

1 day | 8 academic hours

6 CPD units | 7 CPE hours

Traditional Finance vs. Digital Assets

- What is TradFi and how is DeFi different?
- Overview of digital asset metrics: TVL, volume, APY
- The role of Bitcoin: Ethereum and smart contracts
- Tokens and tokenomics
- Regulation: MiCA (EU), SEC (US), FATF Travel Rule

DeFi Primitives

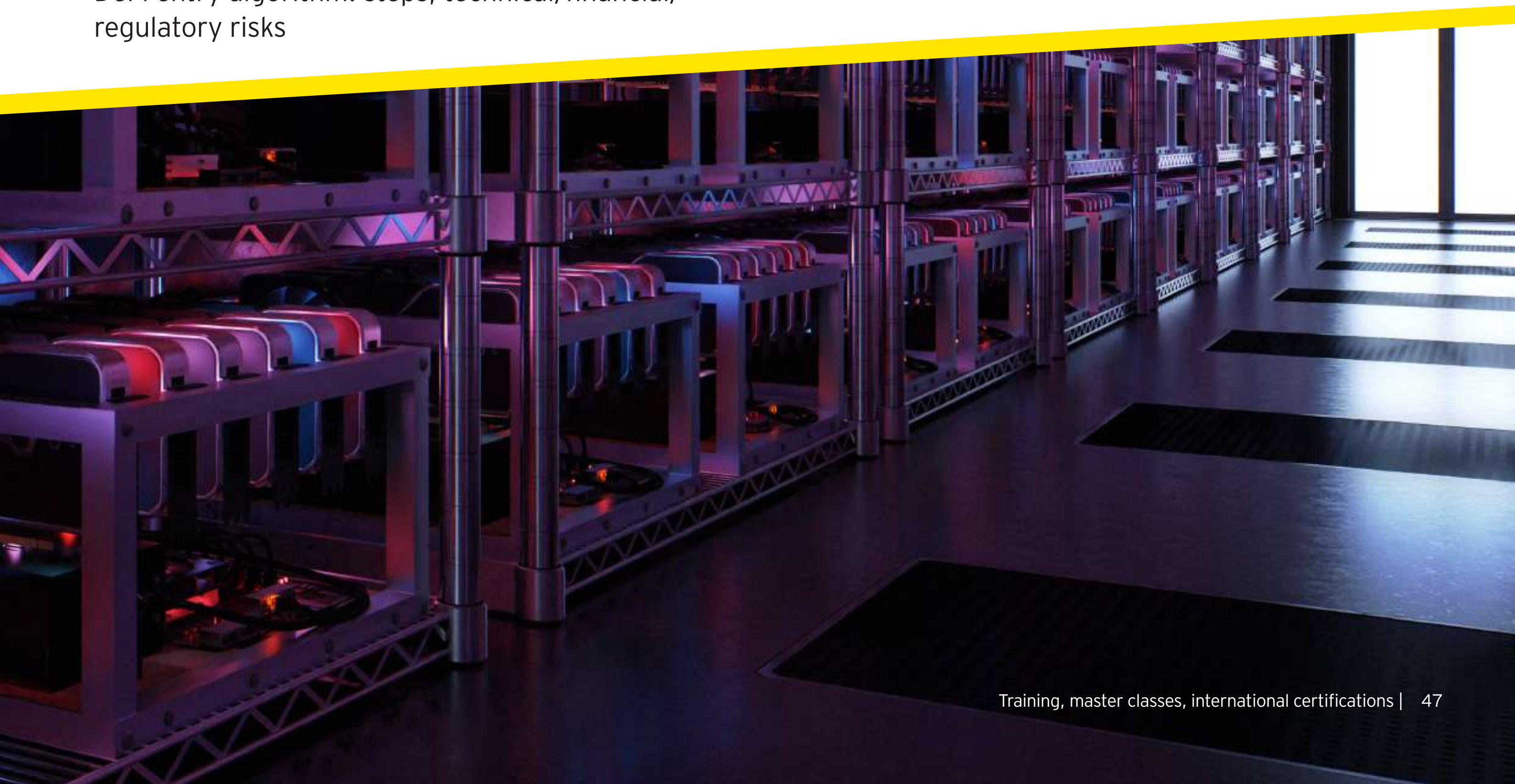
- Transactions and tokens: fungible/non-fungible
- Basic operations: swaps, deposits, lending, staking/mining, arbitrage
- How gas fees work and why transactions are irreversible
- Risks: impermanent loss, oracle manipulation, smart contract vulnerabilities
- DeFi entry algorithm: steps, technical/financial/regulatory risks

DeFi Practice (Rabby Wallet)

- Wallet setup and secure seed storage
- Basic operations: sending/receiving tokens (Polygon network)
- Swaps and lending: ETH↔USDC exchange on Uniswap, USDC deposit to Aave pool, borrowing basics

DeFi infrastructure

- Blockchain Basics: UTXO vs. Account Model, PoW/PoS/DPoS Consensus
- CBDCs (retail and wholesale), stablecoins: collateralized (USDC/DAI) and algorithmic (UST case)
- Exchanges: CEX vs. DEX, AMM, and liquidity pools
- Trends: restaking (EigenLayer), RWA, ZK rollups



Financial Analysis

Financial Analysis I: Financial Analysis Tools and Their Applications

You will learn to professionally analyze the financial condition of your own or third-party company based on its financial statements. You will learn the basic financial ratios, learn to understand their economic meaning and calculate them in the most meaningful way for the company.

Duration

2 days
16 academic hours

Financial Analysis II: Business Performance Evaluation

You will understand exactly what factors influence the company's capitalization. You will learn to understand the relationship between financial ratios and assess the impact of various factors on return on equity (ROE).

Duration

3 days
24 academic hours

Evaluating the Credibility of Financial Statements: How to Distinguish High-Quality Reporting from Manipulation

You will gain an understanding of how to identify signs of inaccuracy in revenue, expenses, cash flows, and the balance sheet. Learn to analyze financial statements as a unified system, identifying inflated assets, understated liabilities, and one-time transactions.

Duration

2 days
16 academic hours

Financial Analysis for Credit Analysts

You will learn to understand the problems in the development of the business being financed, understand possible financial recovery measures and their impact on the profitability, financial stability and solvency of the borrower.

Duration

3 days
24 academic hours

Corporate Finance

Investment Appraisal I

You will understand which revenues and expenses are relevant to a given project and should be included in investment appraisal, learn to evaluate investment projects of any level of complexity by selecting the right criteria.

Duration

3 days
24 academic hours

Investment Appraisal II: Financing and Advance Topics

You will consider the impact of funding sources on project performance indicators: adjusting discount rates, applying the APV criterion and evaluating projects in national currency. You will calculate the sensitivity of the project to changes in various parameters.

Duration

2 days
16 academic hours

Business Valuation

You will understand what methods should be used to value a minority/controlling interest in a business, what discounts and bonuses should be applied and in what cases. You will also learn how to correctly apply discount rates and multipliers depending on the object of evaluation and the currency.

Duration

3 days
24 academic hours

Investment Project Risks: Assessment and Computer Modelling

You will master quantitative risk assessment and decision making, including working with tornado diagrams and Monte Carlo results histograms. Upon completion, you'll gain tools in MS Excel—ready-made models and macros—for conducting Monte Carlo simulations and practical risk assessments.

Duration

2 days
16 academic hours

Finance for Non-Financial Managers

Finance for Non-Financial Managers I: Accounting, Analysis, Budgeting

The training will enable you to communicate in the language of finance both within and outside the company, understand financial terminology, read financial statements, and analyze them. You will gain skills in budgeting and learn how your work and the work of your department impact the financial performance of the business.

Duration

3 days
24 academic hours

Finance for Non-Financial Managers II: Cost and Risk Management

The training will allow you to manage costs and risks, understand and evaluate their relationship. You will gain practical skills in analyzing and managing net working capital, which affects the flow of cash into the company. You will also understand the basics of performance management.

Duration

2 days
16 academic hours

Financial Modelling

Financial Modelling: Flexibility, Dynamics, Visibility

You will develop skills in using key MS Excel functions in financial models, learn the rules for building financial models to ensure their structure, transparency, and testability. You will also learn how to create flexible models with multiple calculation scenarios, as well as how to effectively analyze calculation results, find target values, and identify optimal solutions.

Duration

3 days
24 academic hours

Training sessions for employees of the oil and gas and mining sectors

Industry Training

Participants will gain practical knowledge and tools to assess the financial strength of companies in specific sectors. Training are held only in a corporate format and upon specific request, taking into account the specifics of the client company and industry.

Explore industry training courses at
eyacademyeurasia.com

Oil and Gas Industry

Investment Appraisal in Oil and Gas Industry

You will learn to build a financial model of a project and calculate parameters such as NPV, PI, IRR, MIRR, EAB/EAC, taking into account the specifics of the oil and gas sector. You will also learn to rank investment projects and make decisions in the face of ambiguous project evaluation results.

Duration

3 days
24 academic hours

Planning and Budgeting in Oil and Gas Industry

You will become familiar with the basic concepts and types of budgets, understand budgeting by responsibility centers in an oil and gas company. You will also learn to develop a budget that is focused on achieving company goals.

Duration

3 days
24 academic hours

Oil and Gas Industry Economics

You will understand the meaning of specific oil and gas economic terms, learn how to perform economic calculations and identify the necessary sources of information. You will also be able to correctly interpret the results of economic calculations.

Duration

3 days
24 academic hours

Oil and Gas Industry

Financial Accounting in Oil and Gas Industry

You will understand how to reflect business practices in financial statements and formulate accounting policies. You will learn to determine criteria for the recognition of assets, liabilities, income and expenses of a company, taking into account the specifics of the industry, and to base the analysis of business activities on reliable financial information.

Duration

2 days
16 academic hours

Project Management in Oil and Gas Industry

You will develop practical skills and gain systemic knowledge of managing a portfolio of oil and gas projects. You will learn the basics of project portfolio modelling and also learn how to avoid common mistakes when managing a project portfolio.

Duration

2 days
16 academic hours

Mining and Metallurgical Industries

Financial Accounting in Mining Industry

Only in corporate format

You will understand how business practices are reflected in financial statements and how to formulate accounting policies in a given industry. You will learn to determine the criteria for recognizing a company's assets, liabilities, income and expenses, taking into account and basing business analysis on reliable financial information.

Duration

2 days
16 academic hours

Project Management in Mining Industry

You will develop practical project management skills in the mining and metallurgical industry. You will learn the specifics of implementing life cycle stages of complex capital-intensive projects, and also learn to avoid common mistakes when managing capital-intensive projects.

Duration

2 days
16 academic hours

Haven't found your industry?

Our corporate training programs are tailored to meet the needs, challenges, and specific issues of the industry and client. We can help enhance the competence and efficiency of employees in specific tasks, identify organizational problems, and demonstrate effective industry practices and solutions.

We are open to corporate inquiries on any topics listed in our catalog.
For inquiries, please contact us at the following email addresses:

Aliya Issabayeva

Corporate projects coordinator

WhatsApp

Azerbaijan

academy@az.ey.com

Georgia

academy@ge.ey.com

Kazakhstan

academy@kz.ey.com

Kyrgyzstan

academy@kg.ey.com

Uzbekistan

academy@uz.ey.com

Turkey

academy@tr.ey.com

Training sessions for executives and C-suite

Company Management

EY Academy of Business provides a unique opportunity to immerse in the world of executive management and learn about advanced business management strategies and methods. The section covers topics such as strategic planning, risk management, financial management and team leadership, as well as the use of effective tools to optimize productivity and achieve success in modern business.

Explore top management training courses at **eyacademyeurasia.com**

Executive MBA: Intensive

5 days | 40 academic hours
30 CPD units | 35 CPE hours

1

Turbulent Business Environment, Strategy and Strategic Drift

- Strategy cascading
- Characteristics of successful strategies
- Strategic analysis
- How to prevent strategic drift

2

Strategic Risk Management: Scenario Planning

- Identifying, assessing, and responding to risks
- Scenario planning in a turbulent business environment
- EY recommendations: proactive risk management before a crisis

3

Finance in Planning and Decision Making

- Finance and BCG matrix
- Sources of financing
- Aligning financial golas with corporate strategy
- Shareholders and stakeholders

4

AI for executives

- AI fundamentals for executives
- Prompt engineering: setting clear AI objectives
- AI tools for executive workflow and productivity

5

Leadership Development via DISC®

- Identifying conterpart communication styles
- Team profile analysis: strengths and limitations
- Avoiding potential conflicts

Business Strategy and Performance

Strategy: Turbulent Business Environment and Strategic Drift

You will grasp and appreciate the importance of strategy and strategic planning. You will learn how to analyze the business environment and identify your business's competitive edge. You will understand what strategic drift is and what can serve as an early indicator of strategic drift.

Duration

1 day
8 academic hours

Optimization of the Company's Business Processes

You will be able to systematize knowledge about business processes, learn to analyze them, collect analytics about the progress of the process and measure its effectiveness. You will also become familiar with notations for modelling business processes, methods for optimizing them, and useful tools for analyzing problems in processes.

Duration

2 days
16 academic hours

Strategy Session: Formulating Strategy and the Specifics of Strategic Planning in the Modern Business Environment

Only in corporate format

You will master modern approaches to strategic planning and learn to formulate strategy in a rapidly changing business environment. In this training, you will explore strategic analysis tools, learn to decompose goals into specific tasks, allocate areas of responsibility, and turn strategic plans into clear actions for your team.

Duration

By agreement

Need a strategic session?

We are open to your corporate inquiries.

Azerbaijan	academy@az.ey.com	**Kyrgyzstan**	academy@kg.ey.com
Georgia	academy@ge.ey.com	**Uzbekistan**	academy@uz.ey.com
Kazakhstan	academy@kz.ey.com	**Turkey**	academy@tr.ey.com

Project Management

Project Management I: Intensive

You will simplify project management, learn to obtain results on time and within budget, respond correctly to changes and risks, adapt the project management plan in a timely manner, and regularly analyze the feasibility of further project implementation.

Duration

3 days
24 academic hours

Agile and Scrum: Practical Experience

The main focus of the training is the formation of a sustainable corporate culture for organizations and teams seeking to develop new business areas, launch innovative products and find the "blue ocean" in conditions of uncertainty, using OKR, HADI, Traction Mapping, Agile, Scrum methodologies.

Duration

2 days
16 academic hours

Project Management II: PMP® / IPMA® Preparation Program

An in-depth course designed to prepare for the PMP® / IPMA® exams – international exams that are highly recognized within the global professional community. In this module, you will have the opportunity to explore various types of exam questions, take a mini mock exam, and receive guidance from EY Academy of Business tutors who are certified in PMP® / IPMA®.

PMP®

3 days
24 academic hours

IPMA®

2 days
16 academic hours

This is a preparation program for international certifications.
See p. 78 for details.

Project Management

Project Practices: Project Portfolio Management. Key Methods and Tools

You will master a systematic approach to managing project portfolios and programs based on global best practices: formation, planning, and optimization of deadlines, costs, and effort. Learn to balance and monitor project progress, ensuring the achievement of strategic goals.

Duration

2 days
16 academic hours

Project Thinking: Projects for Non-Project Managers

You will master a methodology for classifying projects based on key uncertainty factors, allowing you to accurately assess the risk and complexity of each project. You will gain a coherent model that structures your management approach based on project class. Based on this, you will develop a step-by-step action plan for a junior manager, tailored to the specifics and risk profile of each project.

Duration

3 days
24 academic hours

Project Management

MS Project: Workshop

You will learn how to plan a project in MS Project: set tasks, arrange their sequence, allocate resources, and track deadlines. During the training, you will also master critical path methodology, build and manage Gantt charts, and use ChatGPT to prepare individual elements of the project plan.

Duration

2 days
16 academic hours

Project Management for Top Managers

You will master a robust concept for managing an organization's project activities and project portfolio management techniques. Learn to assess the current level of project maturity using a clear metrics system and understand the principles of advancing to the next maturity level.

Duration

2 days
16 academic hours

Planning and Budgeting

Planning Practice: Budgets and Forecasts

You will learn to develop a system of interconnected budgets for a trading company, including profit and loss budgets, cash flows, and the budget balance. You will learn to competently assess how good a company's budget is, apply variance analysis techniques, and evaluate the responsibility of company departments for budget implementation.

Duration

3 days
24 academic hours

Cost and Price Management

Management Accounting

You will learn to clearly distinguish between the concepts of costs, expenses, and cost of goods sold. You will understand the potential reasons for profit decline as business scales up, and you will delve into the potential causes of deteriorating financial results when expenses are reduced. You will also grasp the fundamental difference between cutting costs and managing expenses, and you will learn how to manage expenses to enhance the company's efficiency.

Duration

3 days
24 academic hours

Section for developing an ESG-conscious strategy for executives and business owners

Environmental, Social, Governance

The ESG (Environmental, Social, Governance) trend is starting to emerge but is still not widespread in Caucasus and Central Asia. In recent years, some companies and investors have begun to make greater efforts to integrate ESG principles into their operations, but this is still in its early stages of development.

ESG principles help companies and investors understand and evaluate the environmental and social impacts of a business and implement practices that help reduce harmful impacts to achieve sustainable competitive advantage.

Explore ESG training courses at
eyacademyeurasia.com

ESG Responsibility

ESG: Challenges, Strategy, Risks and Reporting

You will discover the power of using ESG approaches to improve the effectiveness of strategic planning. You will learn to recognize sustainability risks and choose solutions to mitigate them in advance.

Duration

2 days
16 academic hours

IFRS S1 and S2 Standards on Sustainability

You will study the requirements of IFRS S1 and S2 standards for disclosure of information in financial statements, and become familiar with the processes of identifying risks and opportunities for sustainable development, climate risks and their assessment. You will also explore the concept and continuity of the TCFD, the concept of goal setting for climate risk management, and an introduction to the Greenhouse Gas Protocol, Scope 1, 2 and 3.

Duration

1 day
8 academic hours

ESG Responsibility

Workshop: Non-Financial Reporting in Accordance with International GRI Standards

You will become familiar with the process of preparing non-financial reporting and understand the structure and requirements of GRI standards. You will also gain skills in identifying material topics that are important to stakeholders and necessary for the preparation of non-financial reporting.

Duration

1 day
8 academic hours

Corporate Governance Fundamentals

You will become familiar with the basic concepts and models of corporate governance used in international practice, learn to analyze the structure, charter and performance criteria of the board of directors, and also learn the criteria for assessing corporate governance.

Duration

1 day
8 academic hours

Effective Compliance System as a Tool for Protecting and Supporting Business

You will become familiar with modern compliance tools and learn how to transform formal requirements into a working system. You will learn how to integrate compliance control into the company's operational processes and objectively evaluate the system's effectiveness for its further development.

Duration

1 day
8 academic hours

Explore "Risk Appetite" and other training programs on page 73.

Risk appetite

Risk appetite is the amount of risk that an organization is willing to accept in the process of obtaining added value. This is a guideline for management and the board of directors when developing a company's development strategy, for making tactical and operational decisions when choosing priority areas of activity.

Every company has a risk appetite, whether there has been a clear statement or not. Risk appetite is expressed in the actions of management and the board of directors that are taken to achieve the company's goals.

Everyone understands that there is no business without risks, and it is important for any business to understand and formalize its risk appetite at all levels. Those companies that do this have a chance of being successful in the long term.

It is important not only to determine the risk appetite at the level of the company's strategy, but also to cascade the risk appetite to the level of operational limits and key risk indicators for business units according to the main risk categories or performance indicators.

Currently, you can find sources and recommendations for building a risk management system within a company, such as COSO ERM, ISO 31000, and ISO/IEC 27001. All these standards and concepts share a common feature–they emphasize the importance of defining risk appetite so that company management understands which risks the organization considers acceptable or unacceptable.

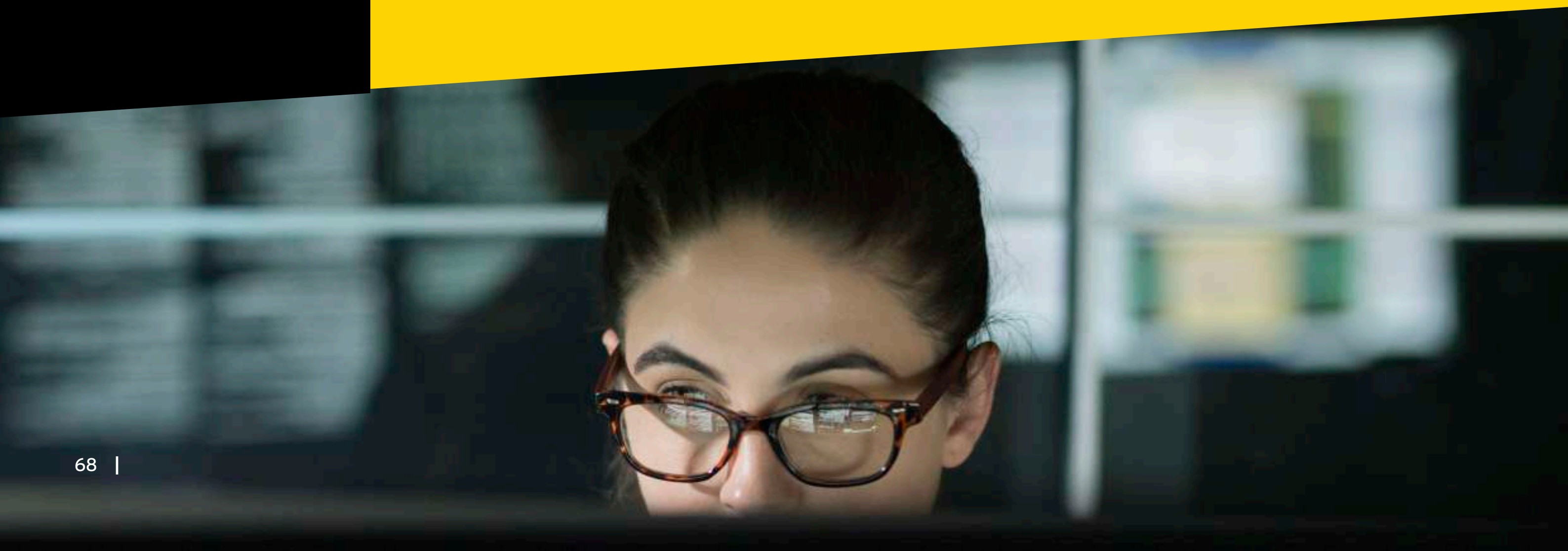
Read more at **eyacademyeurasia.com**

Training sessions for risk management, internal control and internal audit specialists

Risk Management, Internal Control and Internal Audit

Risk management and internal controls are important to ensure the long-term success and sustainability of an organization. Risk management helps identify, assess and prioritize potential risks for the organization, allowing it to plan and implement strategies to minimize or mitigate their impact. For internal auditors, the issue of a "risk-based approach" to conducting an audit, and how and how to achieve this, is especially acute. We present training for internal auditors and risk department employees from EY Academy experts.

Explore risk management, internal control and internal audit training courses at **eyacademyeurasia.com**



Internal Audit

Internal Audit: Risk-Based Approach

You will learn to analyze in detail the stages of risk-based internal audit, effectively conduct internal audit and qualitatively inform management about the need to make important management decisions and evaluate the effectiveness of internal audit. You will practice automating the conduct of a risk-based internal audit based on a case in MS Excel, and also become familiar with a best practice approach to minimizing risks associated with fraud.

Duration

2 days
16 academic hours

Workshop: Designing and Writing an Internal Audit Report

You will learn to identify and qualitatively carry out all stages of preparing an internal audit report, formulate requirements for the structure of the report and correctly formulate the report in accordance with the methodology of risk-based internal audit.

Duration

2 days
16 academic hours

Internal Audit

Internal Audit of Project Activity

You will learn the algorithm for conducting investment project audits, understand the criteria for the effectiveness of investment projects, learn to regularly analyze the feasibility of further implementation of the project, gain practical skills in preparing an audit assignment and checklists for the phases of an investment project, and also consider the red flags of construction projects.

Duration

2 days
16 academic hours

Critical Thinking in Internal Audit

You will master critical thinking algorithms and information processing techniques to solve practical internal audit problems, including recognizing cognitive traps and your own biases. You will learn to structure argumentation based on hypotheses and test others' arguments using a checklist to uncover the essence of the problem and find optimal solutions.

Duration

2 days
16 academic hours

Internal Audit

Effective Communication in Internal Audit

You will improve the quality of interviews, reduce the number of difficult situations during negotiations, and also increase the effectiveness of interaction with stakeholders. You will learn ways to quickly reach agreements between audit engagement participants and improve the status of the audit team, as well as approaches to effectively manage uncertainty and change in a project.

Duration

2 days
16 academic hours

Don’t know where to start?

The trainer consultants at EY Academy of Business have developed a recommendation for training in internal auditing and internal control. This recommendation takes into account all the relevant skills expected of internal audit, internal control and risk management employees.

You can find the recommendation and "Modular Program for Developing Competencies in Internal Audit" at the end of the section.

Internal Control

Internal Control: Fundamentals of Theory and Practice

You will understand how to build effective internal controls to create a successful business in an environment of constant change and uncertainty, identify the roles and responsibilities of participants, and the importance of documenting the internal control system.

Duration

2 days
16 academic hours

Internal Control: Sarbanes-Oxley (SOX) Requirements

Only in corporate format

You will study the general practice of organizing and implementing internal control, accounting and preparation of financial statements by an economic entity. You will also receive step-by-step instructions for establishing internal control over financial reporting.

Duration

2 days
16 academic hours

Evaluation and Indicators of Internal Control System Effectiveness

You will develop approaches to evaluating the effectiveness of internal control systems, work through practical examples of key control indicators (KCIs) and their impact on achieving business process objectives. You will also understand the "objective - risk - control" relationship.

Duration

1 day
8 academic hours

Anti-Fraud Program

Only in corporate format

You will study the types, causes and typical schemes of fraud. You will also learn fraud indicators, gain insight into fraud detection techniques, and learn how to develop fraud prevention measures.

Duration

1 day
8 academic hours

Risk Management

Risk Management

You will study in detail the principles of building a risk culture in an organization, the risk management process in the company, and understand the role, authority and responsibility of each employee in risk management. You will also learn identification tools and techniques.

Duration

2 days
16 academic hours

Risk Appetite: Definition, Evaluation and Monitoring

You will become familiar with the process and principles of determining risk appetite in an organization, understand the relationship between strategy and risk appetite, and gain practical skills in determining risk appetite and cascading it to the organization's business goals.

Duration

1 day
8 academic hours

Investment Project Risk: Assessment and Computer Modelling

You will learn to quantify risks and make risk management decisions, using tools such as the Tornado chart and the distribution histogram of Monte Carlo simulations. You will also learn about a new approach to risk management - the real options method. As a result of the training, you will receive tools for risk assessment using MS Excel, skills in quantitative risk assessment and decision-making on financial risk management, as well as model and macro templates for applying the Monte Carlo method.

Duration

2 days
16 academic hours

Development plan for internal auditors

Modular Program for Developing Competencies in Internal Audit

To continuously improve internal audit performance, EY Academy of Business has developed a comprehensive professional development plan for internal auditors at every stage of their professional career.

EY Academy of Business modular program defines four areas of knowledge, according to the IIA Competency Model, each of which covers the IIA Standards, specific functions, skills and three levels of competence: entry-level, intermediate and highest expert level.

> Internal auditors must accept the challenges of the modern world and become a catalyst for changes in the organization that will increase the efficiency of the company and its capitalization.

Larisa Baskakova

- Manager, trainer consultant at EY Academy of Business
- Member of The Institute of Internal Auditors, DipIPSAS, DipIFR(RUS) ISSBA SAR

Read more at
eyacademyeurasia.com

1

Professionalism

- Internal Audit: Risk-Based Approach
- CIA® Part I "Essentials of Internal Auditing"

2

Effectiveness

- Risk Management
- Internal Control: Fundamentals of Theory and Practice
- Corporate governance and sustainable development fundamentals
- Anti-Fraud Program
- CIA® Part II "Practice of Internal Auditing"

3

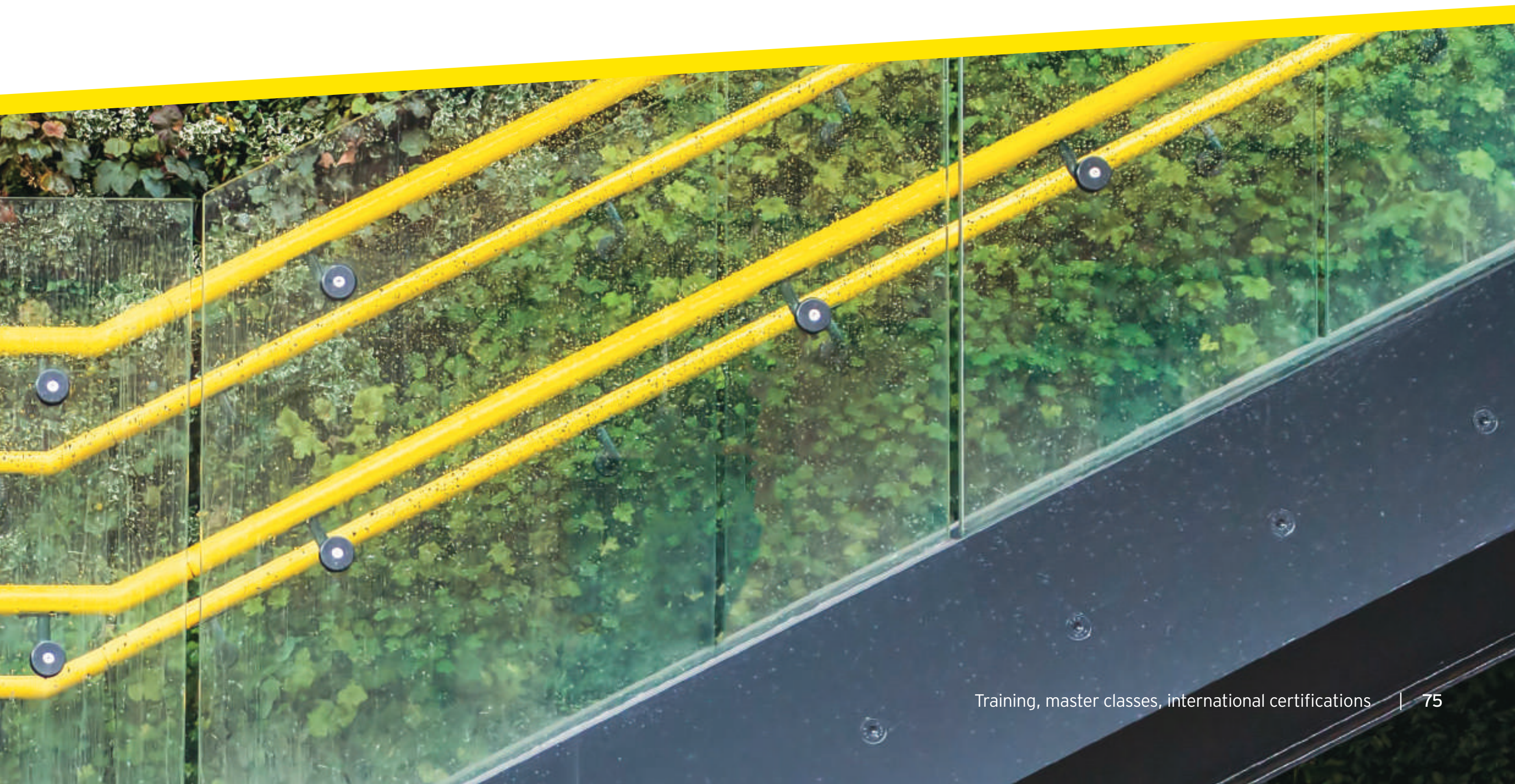
Leadership and Communication

- Critical Thinking
- Effective Communication in Internal Audit
- Workshop: Designing and Writing an Internal Audit Report

4

Environment

- Evaluation and Indicators of ICS Effectiveness
- Financial Analysis
- Investment Project Risk: Assessment and Computer Modelling
- ESG Internal Audit
- Finance for Non-Financial Managers
- CIA® Part III "Business Knowledge for Internal Auditing"



Training sessions for employees of the logistics and supply chain management departments

Logistics and SCM

The section covers key aspects in the field of logistics. Participants will explore digital transformation in supply chains, supply chain logistics, including purchasing and supplier relationship management, as well as transport logistics and multimodal freight transportation. The training will provide participants with the skills and knowledge to optimize logistics processes, improve delivery efficiency and implement innovative solutions in the field of logistics and supply.

Explore logistics and SCM training courses at **eyacademyeurasia.com**

Logistics and SCM

Digital Transformation in Supply Chains: Modern Technologies in Logistics

You will form an understanding of the possibilities of digital business transformation, gain a set of skills and approaches to the successful implementation of a digital transformation strategy in supply chains and logistics. You will explore the benefits, opportunities and risks of digital transformation and understand the best cases of digital transformation in supply chain management and logistics business processes. You will gain an understanding of how to diagnose digital maturity in SCM and logistics, and also create an optimal digital transformation scenario with a step-by-step action plan.

Duration

2 days
16 academic hours

Supply Logistics: Purchasing and Supplier Relationship Management

You will gain an understanding of the possibilities and benefits of using SCM methods and approaches in purchasing activities, learn how to achieve effective results when implementing a supply strategy and how to build effective relationships with suppliers.

Duration

1 day
8 academic hours

Transport Logistics: Multimodal Cargo Transportation

You will gain an understanding of the possibilities of using SCM methods and approaches in distribution logistics, a set of methods and approaches for effective results in managing transportation and warehouse operations, and learn up-to-date information about current trends in the transport industry and modern IT technologies.

Duration

2 days
16 academic hours

Preparation programs for passing prestigious certification exams together with EY Academy experts

International Certifications

EY Academy of Business is a leader in preparing for international certifications. In this section you will find long-term training courses where participants learn the theory and practice necessary to pass exams, obtain certifications and develop their careers in their chosen field.

Explore preparation programs for international certifications at **eyacademyeurasia.com**

DipIFR(Rus) Preparation Program

Diploma in International Financial Reporting (DipIFR) from the Association of Chartered Certified Accountants (ACCA) in Russian

Training	Offline	Online
DipIFR(Rus): Full Course	12 days 130 academic hours	21 days 130 academic hours
DipIFR(Rus): Intensive	4 days 26 academic hours	7 days 26 academic hours

1 | Theory

- In-depth exploration of IFRS theory
- Reinforcement of theory through solving exam-format problems
- Familiarization with exam techniques and strategies

2 | Practice

- Solving problems from past exams covering all IFRS topics and consolidation
- Practice in the technique of presenting answers in an exam setting

3 | Mock Exam

- Mock exam (3 hours 15 minutes) and its review
- Reinforcement of answer presentation techniques for the exam
- Strengthening skills in effective time management
- Assessment of exam readiness

4 | Interim Testing

- Test (1.5 hours) and its review twice during the training
- Intermediate knowledge assessment
- Stress resilience training
- Development of effective time management skills

5 | "Consolidation" Module

- Familiarization with key consolidation concepts: goodwill, non-controlling interest, group retained earnings, and others
- Mastery of the consolidation algorithm for the main financial statements (Balance sheet, Consolidated statement of financial position, Statement of changes in equity)
- Reinforcement of consolidation algorithms through solving exam-format problems

CIA® Exam Preparation Program

CIA (Certified Internal Auditor)® is the only certification for internal auditors, recognized in international practice.

Certified Internal Audi=r	Duration
CIA® Part I: Essentials of Internal Auditing	3 days 24 academic hours
CIA® Part II: Practice of Internal Auditing	4 days 32 academic hours
CIA® Part III: Business Knowledge for Internal Auditing	7 days 56 academic hours

Training program structure

Interactive classes with a trainer consultant

- In-depth study of complex theoretical aspects of the exam
- Familiarity with the structure of the exam and the requirements of the examiner, the technique of passing the exam
- Recommendations for developing time management and stress tolerance skills

Independent work

- Knowledge assessment for each topic
- Practice exam to assess readiness
- Development of effective exam-taking techniques

CFA® Exam Preparation Program

The CFA® qualification gives you a significant competitive advantage in the job market and opportunity to join the international professional community.

Chartered Financial Analyst	Duration
CFA® Level I	130 academic hours
CFA® Level II	142 academic hours
CFA® Level III	142 academic hours

Training program structure

Interactive classes with a trainer consultant

- In-depth study of complex theoretical aspects of the exam
- Familiarity with the structure of the exam and the requirements of the examiner, the technique of passing the exam
- Recommendations for developing time management and stress tolerance skills

Independent work

- Knowledge assessment for each topic
- Practice exam to assess readiness
- Development of effective exam-taking techniques

PMP® Exam Preparation Program

The prestigious international qualification PMI PMP® (Project Management Professional from the Project Management Institute) is currently one of the most in demand for project management specialists.

Over a million professionals world wide have this qualification, which significantly increases their value in the labor market.
Having a PMP® certificate confirms a high level of professionalism in the field of project management; such specialists easily find work with the best employers.

1

Project Management I: Intensive

A basic module that examines global project management practices in accordance with NCB (IPMA®), PMBOK (PMP®) standards.

This module allows you to gain practical skills and knowledge in the field of project management.

Offline/Online

3 days
24 academic hours

2

Project Management II: PMP® Exam Preparation Program

In this module, you will have the opportunity to learn exam question types, take a practice exam, and receive guidance from EY Academy of Business PMP® certified trainers.

Offline/Online

3 days
24 academic hours

IPMA® Exam Preparation Program

Due to the highly competitive labor market, it is important to stay on top of your knowledge and understand new approaches to work.

It is beneficial for employers to have a certified project manager on staff who is proficient in project management methodology, knows the best world practices and international project management standards, since this is the key to the successful implementation of projects in the company.

1

Project Management I: Intensive

A basic module that examines global project management practices in accordance with NCB (IPMA®), PMBOK (PMP®) standards.

This module allows you to gain practical skills and knowledge in the field of project management.

Offline/Online

3 days
24 academic hours

2

Project Management II: IPMA® Exam Preparation Program

In this module, you will have the opportunity to learn exam question types, take a practice exam, and receive guidance from IPMA®-certified EY Academy of Business trainers.

Offline/Online

2 days
16 academic hours

Business Course for Teenagers by EY Academy of Business

Future Leaders Academy

Explore the program at
eyacademyeurasia.com

Program Modules

1

Basics of Team Communication

- Five key factors of a highly effective team
- How to establish a mutually beneficial partnership, learn to listen to each other, and communicate your point of view
- Defining and analyzing your role in the team

2

DISC® Self - Knowledge - Career Guidance - Development

- DISC® behavioral styles, their benefits and limitations
- Get to know yourself better: your strengths and areas for development
- Improving communication. building and developing

3

Business Simulation Game

- 6 key questions on the path from business Idea to Implementation
- Finance and investments
- Business startup basics
- ESG (Environmental, Social, Governance) and its Importance for business

4

Marketing and Artificial Intelligence

- Marketing fundamentals for better consumer understanding
- CJM, content marketing, SMM, SEO optimization, targeting
- Creating graphics, videos, creatives, and commercial texts with AI

5

Pitch and Presentation

- Stress management
- Public speaking guidelines and rehearsal
- Presentation design in Canva
- Design guidelines

6

Final Project Presentation

- Closing ceremony of the program with parents
- Presentation of business ideas
- Presentation of certificates and gifts

An unconventional approach to problem solving and pathways for organizational development

Business Games

Business games are an interactive learning format. Participants receive starting conditions, a description of roles and a goal to achieve. By immersing themselves in a simulated situation as much as possible, interacting with each other and making decisions, the team makes important discoveries for themselves and trains the necessary skills. After the game, a debriefing is held, during which the participants discuss their actions and decisions made, analyze what actions they led to, and draw parallels with the workers

Games last from 30 to 90 minutes and can be combined with business training

Explore business games at
eyacademyeurasia.com

Tantam

40 minutes

Gameplay

The team's task is to construct the figure displayed on the screen. Each team has three roles: builder, architect, and observer. The success of the game depends on the team's coordinated collaboration.

Participants form mini groups of 3-4 people. A figure is displayed on the screen. The architect sees the figure and explains to the builder what the final image should look like. The builder and architect sit back-to-back but can communicate. The builder does not see the figure but creates the image based on the architect's description. The architect cannot see what the builder is constructing.

The observer monitors the process and can switch places with the architect at any time.

The success of the game relies on the smooth interaction between the architect, builder, and observer. The game simulates teamwork, highlights the importance of leadership skills, effective communication, and feedback.

Skills addressed

- Effective communication
- Feedback
- Proactivity
- Team interaction

For those who find it important to

- Demonstrate the importance of feedback in the work process
- Test the level of team interaction
- Enhance proactive behavior skills
- Improve team communication skills

Zoom

45 minutes

Gameplay

The game involves each participant assembling a story sequence using their own cards, which cannot be passed on or shown to other players.

Each card contains a fragment of the story and has a sequence number indicating the correct order. Players must use their intuition and creativity to assemble the correct sequence and guess which cards the other participants hold.

The goal of the game is to put together the correct sequence as quickly as possible. This game can be an excellent way to improve communication skills, develop intuition and creativity, and enhance thinking skills.

Skills addressed

- Effective communication and thinking
- Team problem-solving
- Analysis of engagement
- Leadership

For those who find it important to

- Establish the process of team interaction
- Enhance listening skills
- Identify leadership qualities in participants
- Improve analytical and decision-making skills

Railway

120 minutes

Gameplay

Game participants are representatives of two different companies negotiating over the course of 10 days for the right to use a shared railway line.

Before negotiations begin, the companies study data, discuss negotiation strategy and tactics, and plan the desired outcome. Each team member takes turns participating in the negotiations. After each round of negotiations, there is an opportunity to adjust the game strategy.

The goal of the game is to achieve the highest possible profit. As a result, participants will gain a comprehensive view of the negotiation process and identify their strengths and areas for development.

Skills addressed

- Negotiation skills
- Communication
- Analysis and decision-making
- Team interaction

For those who find it important to

- Enhance negotiation skills
- Improve argumentation skills
- Increase communication effectiveness within the team
- Improve cross-functional interaction
- Learn to negotiate and focus on a common outcome
- Learn to think with a win-win mindset

Red and black

90 minutes

Gameplay

Participants are divided into two teams, each required to reach a unanimous decision on choosing a color over seven rounds.

The teams make their decisions in separate rooms without the ability to contact each other or coordinate their choices. The final score will depend on the decisions made by both teams.

The goal of the game is to score the maximum number of points. The game develops skills in teamwork, decision-making, and a partnership style of thinking.

Skills addressed

- Communication
- Shared vision
- Decision-making
- Team interaction
- Effective thinking

For those who find it important to

- Develop trust within the team
- Demonstrate what true teamwork is
- Enhance cross-functional collaboration
- Learn to negotiate and focus on the collective outcome
- Understand the difference between formal and intrinsic accountability

Team sketcher

30 minutes

Gameplay

Team sketcher is a game where the team needs to draw a pre-prepared image on a separate sheet of paper using a special drawing tool.

The game requires good communication and coordinated action from the team, as any discrepancy can lead to a distortion of the final image.

Skills addressed

- Developing the art of communication,
- Team interaction
- Leadership
- Results-oriented approach

For those who find it important to

- Foster a unified vision within the team,
- Enhance team communication skills
- Improve team interaction
- Increase employee engagement

Color blind

60 minutes

Gameplay

The team receives a set of shapes in various forms and colors, while a portion of the shapes remains with the trainer. The participants' task, through communication, is to determine which shapes are missing.

A crucial condition is that the game is played with eyes closed, which helps to develop communication skills and trust within the team. The team must act in unison, giving instructions to each other and exchanging information about the color and shape of the shapes. Additionally, teams are given a limited amount of time to solve the task, which fosters the development of quick decision-making skills under resource constraints.

Skills addressed

- Communication
- Shared vision
- Decision-making
- Team interaction
- Leadership

For those who find it important to

- Enhance cross-functional collaboration
- Learn to negotiate and focus on a common goal
- Improve mutual understanding among colleagues
- Boost listening skills
- Identify leadership qualities in participants

Tournament

75 minutes

Gameplay

The "Tournament" game is a team-based card game with special rules where participants must negotiate principles of interaction and cooperation.

The game promotes a team approach, as no player can win alone and must collaborate with others. It teaches participants to negotiate with each other, helps them recognize their communication style, and their reactions to changes.

At the end of the game, the trainer leads a discussion where participants reflect on their experience and learn to apply new knowledge in their work and daily life.

Skills addressed

- Communication
- Teamwork
- Effective thinking
- Change management
- Emotional intelligence

For those who find it important to

- Analyze your reactions to change
- Assess your communication style
- Learn to negotiate within a team
- Better understand the nature of your own and others' emotions
- Learn to think with a win-win mindset

Signs

45 minutes

Gameplay

The ‘Signs’ game is a team-based activity where the objective is to arrange cards in the correct sequence to form a 5x5 grid. Each card features various symbols or signs.

The team must place them in the correct order. Players discuss different options among themselves to determine the right sequence.

The ‘Signs’ game requires not only communication but also logical thinking and attentiveness. Each card may have multiple possible placements, so the team must be ready for experimentation and trial.

Skills addressed

- Development of the art of communication
- Team problem-solving skills
- Leadership
- Strategic planning
- Art of influence
- Result orientation

For those who find it important to

- Establish effective communication within the team
- Enhance listening skills
- Streamline the workflow
- Broaden the team's mindset
- Identify leadership qualities in team members

Team

30 minutes

Gameplay

The "Team" game is an activity where participants need to assemble figures using a lifting mechanism and special hooks.

The team's task is to correctly assemble the figures in sequence. This requires good communication and collaboration among team members, as well as quick decision making and coordinated actions.

The lifting mechanism and hooks add an element of physical interaction to the game. For the team to achieve the desired outcome, it is crucial to reach maximum synchrony.

Skills addressed

- Development of the art of communication
- Team interaction
- Leadership
- Strategic planning
- Art of influence
- Goal setting

For those who find it important to

- Establish team interaction
- Strengthen team communication
- Identify leadership potential
- Increase focus on results

Contacts

Kamilya Syzdykova, FCCA

BDM for Azerbaijan, Georgia and Turkey

WhatsApp: +994 10 239 10 21

Aliya Issabayeva

Corporate projects coordinator

WhatsApp: +7 (702) 737-90-03

Sabira Komekova

Open projects coordinator

WhatsApp: +7 (702) 166-66-65

Nadezhda Kisseleva

International certifications coordinator

WhatsApp: +7 (705) 119-38-37

Azerbaijan

academy@az.ey.com

Georgia

academy@ge.ey.com

Kazakhstan

academy@kz.ey.com

Kyrgyzstan

academy@kg.ey.com

Uzbekistan

academy@uz.ey.com

Turkey

academy@tr.ey.com

@ey.academy.eurasia

@ey.academy.eurasia

@eyacademycca

@eyacademyeurasia

EY | Building a better working world

EY company info

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets. Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate. Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. For more information about our organization, please visit ey.com.
EY works together with companies across Eurasia and assists them in realizing their business goals. More than 1,700 professionals work at 9 offices (in Almaty, Astana, Atyrau, Baku, Bishkek, Istanbul, Tashkent, Tbilisi and Yerevan).

eyacademyeurasia.com