

DETAILED SYLLABUS - HOUR 1-4

INTERNATIONAL PROFESSIONAL CERTIFICATION FOR BRAZILIAN COOPERATIVES

Detailed Syllabus – Hour-by-Hour Outline

Course 1/10 – Introduction to Financial Accounting (Week 1 – English)

Hour 1 – Income Measurement and the Income Statement

Introduction to the purpose and role of financial accounting in organizations and financial institutions. Core components of the income statement and how income is measured and reported. Revenue recognition and the matching concept, and how they influence reported earnings. Relationship between the income statement and balance sheet, and the role of the statement of retained earnings and earnings per share as key performance indicators.

Hour 2 – Accrual Accounting and Financial Statement Formats

Fundamentals of accrual accounting and why it is preferred over cash-basis accounting for financial reporting. Adjustments to accounts and implicit transactions, with practical examples. Structure and interpretation of the classified balance sheet and different income statement formats. Discussion of how accounting choices affect the presentation and analysis of financial performance.

Hour 3 – Sales Accounting, Credit, and Cash Flow

Accounting for sales, including revenue measurement, credit sales, and accounts receivable. Techniques for assessing the level and quality of accounts receivable and identifying potential issues. Purpose of the statement of cash flows and its relationship to other financial statements. Types of cash flow (operating, investing, financing) and the basic steps in preparing and interpreting the statement of cash flows.

Hour 4 – US GAAP and IFRS: Convergence and Key Differences

Introduction to US GAAP and IFRS, including acronyms, scope, and the evolution toward harmonization and convergence of accounting standards. Financial statements required under each framework and the potential objectives of financial disclosure. Reasons why accounting standards differ between countries and why global adoption of IFRS may not result in full harmonization. Categorization of differences between US GAAP and IFRS (substantive vs. superficial) and discussion of key differences in areas such as consolidation, impairment losses, inventories, and financial instruments, with emphasis on the concept of control and its effects.

Course 2/10 – Capital Markets: Market Structure and Products (English)

Hour 1 – Capital Markets, Participants, and Core Segments

Overview of global financial markets and the role of capital markets in the allocation of resources and risk. Function of financial intermediaries and the concept of indirect finance. Types of financial intermediaries and identification of key participants in capital markets, including their impact on liquidity, pricing, and market dynamics. Introduction to the four core markets—money markets, foreign exchange, debt, and equity—and the internationalization of financial markets.

Hour 2 – Money Markets and Foreign Exchange (FX)

Structure, purpose, and main instruments of money markets, with emphasis on commercial paper, repos, and bankers' acceptances. Introduction to the organization and functioning of the foreign exchange market, including its main participants and trading mechanisms. Understanding FX prices, spot rates, and FX forwards, with simple numerical illustrations. Discussion of how money markets and FX markets support funding, liquidity management, and international trade.

Hour 3 – Bond Markets, Debt Instruments, and Risk

Role of debt in capital structure and how organizations use bond markets for funding. Structure of international bond markets and types of borrowing structures available to issuers. Price–yield relationships, yield curves, and how they reflect expectations about interest rates and the economy. Introduction to credit ratings, credit spreads, and the assessment of credit risk in bond markets.

Hour 4 – Equity Markets and Trading Mechanisms

Characteristics and rights associated with common stock, preferred stock, and convertible bonds. Overview of equity market structures, including quote- and order-driven markets, and how orders are placed and executed. Short selling, its mechanics, and associated risks. Integration of concepts through examples that show how investors and institutions use equity markets for capital raising, investment, and portfolio management.

Course 3/10 – Risk Management (English)

Hour 1 – Introduction to Risk and Its Sources

Definition of risk in financial and real-world contexts. Discussion of uncertainty, variability, and the difference between risk and uncertainty. Identification of major sources of risk for financial institutions and cooperatives, including market, credit, operational, liquidity, and strategic risks. Why firms manage risk: regulatory, reputational, and economic reasons, and how risk management contributes to institutional resilience and stakeholder confidence.

Hour 2 – Market Risk

Detailed examination of market risk, including interest rate risk, equity price risk, FX risk, and commodity price risk, with examples of how they affect portfolios and balance sheets. Basic tools for measuring and monitoring market risk, and discussion of the role of limits, policies, and governance in controlling these risks.

Hour 3 – Operational Risk

Definition and scope of operational risk, including process failures, human error, system breakdowns, cyber incidents, and external events. Approaches to identifying, assessing, and mitigating operational risk, including internal controls, segregation of duties, and incident reporting.

Hour 4 – Integrated Risk Management and Governance

Concept of integrated risk management and how different risk types interact within institutions. Overview of risk governance structures, roles of boards, senior management, and risk committees in defining risk appetite and overseeing risk management. Importance of risk culture, communication, and accountability. Reflection and Q&A on how participants can adapt these principles to cooperative settings and their own organizations.

Course 4/10 – Wealth Management, Asset Management, and Capital Protection (English)

Hour 1 – Equity Valuation: Concepts and Models

Objectives and limitations of equity valuation in investment and corporate finance decisions. Overview of key valuation models, including discounted cash flow (intrinsic valuation) and relative valuation based on multiples. Discussion of model inputs such as cash flows, growth rates, discount rates, and the equity risk premium. Introduction to value-based measures like enterprise value.

Hour 2 – Applied Valuation and Case Study

Use of ratio analysis to support equity valuation and compare companies. Application of valuation concepts in a practical case study, such as the Oracle valuation case, to illustrate the valuation process step by step. Discussion of assumptions, sensitivities, and common pitfalls in valuation. Reflection on how valuation results inform portfolio decisions and capital protection strategies.

Hour 3 – Equity Investment Vehicles and Strategies

Overview of mutual funds, including structure, fees, and role in diversified portfolios. Introduction to hedge funds, their investment strategies, leverage, and risk–return characteristics. Discussion of private equity and venture capital, including investment stages, value creation, and exit strategies. Comparison of these vehicles from the perspective of different types of investors.

Hour 4 – Wealth and Asset Management in Practice

Linking valuation and investment vehicles to broader wealth and asset management objectives, such as growth, income, diversification, and capital protection. Discussion of how institutional and individual investors construct and monitor portfolios using these tools. Consideration of risk tolerance, time horizon, and constraints in asset allocation decisions. Q&A and reflection on how cooperatives and cooperative members can benefit from disciplined wealth and asset management approaches.

Course 5/10 – Credit Risk (English)

Hour 1 – Overview of Credit and Risk–Reward

Interaction between the market, the client, and credit in financial intermediation. Relationship between market, credit, and operational risks in the credit process. Core concepts of the 5Ps and 5Cs of credit and how they guide initial analysis of borrowers and transactions. Discussion of risk–reward trade-offs, capital allocation, and the importance of purpose and payback in credit decisions.

Hour 2 – Credit Analysis Fundamentals

Differences between lending to corporates and to financial intermediaries, and how these differences affect analysis and structure. Introduction to specialized industries and products, and why sector knowledge matters for credit risk assessment. Main sources of information for credit analysis (financial statements, management discussions, market data, external reports). Development of a systematic approach to gathering and organizing information.

Hour 3 – Business and Industry Analysis

Industry analysis using frameworks such as SWOT, critical success factors, and Porter’s five forces. Operational and business analysis of borrowers, including business models, cost structures, and competitive positioning. Distinction between business risk and financial risk and how they interact.

Examination of the asset conversion cycle and its relevance for liquidity, working capital, and credit quality.

Hour 4 – Management Assessment, Early Warnings, and Red Flags

Qualitative assessment of management quality, governance, and decision-making. Identification of early warning signs that may indicate deterioration in credit quality. Discussion of typical credit red flags observed in practice. Integration of financial, business, and qualitative factors into an overall credit view and decision process, with examples and case discussions.

Course 6/10 – Foreign Trade and International Business (Week 2 – Portuguese)

Hour 1 – Global Trade Flows and Cooperative Positioning

Overview of international trade flows and key global markets for Brazilian cooperatives, with a focus on sectors such as agriculture, agribusiness, and services. Discussion of how cooperatives participate in global value chains and the strategic role of exports and imports in their business models. Introduction to the Brazil–U.S. trade and investment relationship and its relevance for cooperative opportunities. Reflection on the strategic motivations and challenges of internationalization for cooperatives.

Hour 2 – Trade Finance Instruments and Risk Mitigation

Presentation of the main trade finance instruments (e.g., letters of credit, collections, guarantees, export finance) and how they are used in practice. Analysis of commercial, credit, currency, and operational risks in foreign trade operations and strategies for mitigating them. Overview of documentation, Incoterms, and compliance requirements affecting cooperative exports and imports. Illustrative examples of successful cooperative trade operations and lessons learned.

Hour 3 – Global Value Chains, Partnerships, and Market Access

Examination of how cooperatives integrate into international supply chains and distribution networks. Discussion of partnerships with foreign buyers, distributors, trading companies, and financial institutions. Consideration of negotiation strategies, contract structures, and performance metrics in long-term international relationships. Practical guidance on accessing and developing new markets, including the role of fairs, missions, and institutional support.

Hour 4 – Strategic Roadmap for Internationalization

Development of a structured approach to building an internationalization roadmap for cooperatives. Identification of target markets, entry modes, and risk considerations, aligned with cooperative strategy and risk appetite. Discussion of organizational, financial, and governance requirements for sustainable foreign operations. Final synthesis and Q&A focusing on how participants can apply the concepts in their own cooperatives.

Course 7/10 – Cooperative Governance and Strategic Accountability in Brazil (Portuguese)

Hour 1 – Governance Concepts and Cooperative Specificities

Introduction to governance in cooperatives and how it differs from investor-owned firms. Core concepts of strategic accountability and their link to mission, long-term objectives, and member expectations. Overview of governance structures in Brazilian cooperatives, including general

assemblies, boards, management, supervisory councils, and audit functions. Comparison with international reference frameworks and implications for Brazilian practice.

Hour 2 – Roles, Responsibilities, and Oversight

Detailed discussion of the roles and responsibilities of boards, supervisory bodies, and executive management in strategic decision-making and oversight. Analysis of information flows, reporting, and transparency mechanisms that support effective governance. Exploration of decision-making processes, delegation, and checks and balances, including how to manage tensions between participation and agility. Practical examples of governance challenges and how they were addressed.

Hour 3 – Strategy, Performance, and Accountability Mechanisms

Integration of governance and strategy in cooperatives: how boards set direction, monitor execution, and hold management accountable. Development and use of strategic plans, performance indicators, and dashboards to guide governance decisions. Discussion of how governance structures influence risk management, resource allocation, and institutional resilience. Case examples from Brazilian credit and agricultural cooperatives illustrating governance reforms and outcomes.

Hour 4 – Governance Diagnosis and Improvement Roadmap

Tools and approaches for diagnosing governance strengths and weaknesses in cooperative institutions. Criteria for evaluating board composition, processes, and culture, as well as supervisory body effectiveness. Guided exercise to outline a governance improvement roadmap, with priorities and practical actions adapted to participants' cooperatives. Final reflection on how governance can enhance legitimacy, competitiveness, and sustainability in the Brazilian cooperative sector.

Course 8/10 – Capital Structure in Cooperatives (Portuguese)

Hour 1 – Cooperative Capital: Nature and Constraints

Examination of how capital in cooperatives differs from corporate equity in terms of ownership, rights, and flexibility. Discussion of member equity, contribution mechanisms, and retained earnings as primary sources of capital. Overview of legal, regulatory, and prudential constraints that shape capital policies and distributions in cooperatives. Reflection on how these characteristics influence strategic options and financial planning.

Hour 2 – Capital Instruments, Adequacy, and Regulation

Presentation of capital instruments and classifications relevant to cooperative institutions, including permanent capital, subordinated debt, and other hybrid instruments where applicable. Discussion of capital adequacy, leverage, and solvency metrics, and how regulators assess the financial strength of cooperatives. Analysis of prudential requirements, buffers, and supervisory expectations. Examples from Brazilian cooperative systems to illustrate different capital structures and their implications.

Hour 3 – Funding Strategies and Growth

Overview of funding strategies that combine member capital, retained surpluses, debt, and external funding sources, such as development banks or capital markets, where appropriate. Discussion of how to align funding strategies with growth plans, risk appetite, and liquidity needs.

Examination of challenges in attracting and retaining capital in cooperative models, including member engagement and incentive structures. Practical cases of cooperatives adjusting their capital and funding strategies to support expansion or stabilization.

Hour 4 – Long-Term Financial Sustainability and Policy Design

Design of capital policies that balance member expectations, institutional soundness, and strategic objectives over the long term. Integration of capital planning into strategic and financial planning cycles. Case studies of cooperatives that have strengthened their financial sustainability through changes in capital structure, retention policies, and governance. Discussion and Q&A on how participants can adapt these approaches to their own cooperative context.

Course 9/10 – ESG-Driven Financial Strategies and Climate Risk Management in Cooperatives (Portuguese)

Hour 1 – ESG as a Strategic and Financial Driver

Overview of the evolution from corporate social responsibility (CSR) to ESG and sustainable finance. Discussion of how ESG dimensions—environmental, social, and governance—affect risk, return, and access to capital for financial institutions and cooperatives. Identification of drivers of ESG integration, including regulatory expectations, investor demands, and market opportunities. Distinction between genuine ESG integration and superficial or greenwashing practices.

Hour 2 – Climate Risk as Financial Risk

Explanation of physical and transition climate risks and how they impact cooperative portfolios, operations, and value chains, particularly in agriculture and rural finance. Introduction to global frameworks such as TCFD and ISSB/IFRS S2 and emerging Brazilian and international regulatory trends related to climate and sustainability disclosures. Discussion of methods to identify, measure, and manage climate-related financial risks. Practical examples of climate risk scenarios and their implications for credit and investment decisions.

Hour 3 – ESG and Climate-Related Financial Instruments

Detailed look at ESG-linked financial instruments, including green, social, and sustainability bonds, sustainability-linked instruments, and blended finance structures. Discussion of how these instruments are structured, what types of projects can be financed, and how performance is monitored. Overview of sustainable credit lines and emerging taxonomies relevant to Brazilian cooperatives and agribusiness. Case examples of financial products and programs that cooperatives can access or help structure.

Hour 4 – Implementation Framework and Brazilian Cooperative Cases

Analysis of the intrinsic advantages of cooperatives in ESG (local roots, member focus, community impact) and the main challenges they face (data, measurement, product design, reporting).

Presentation of Brazilian case studies where ESG and climate considerations have been integrated into cooperative strategies and financial products. Introduction of a practical, step-by-step implementation framework for integrating ESG and climate risk into cooperative strategy, risk management, and funding. Final synthesis and Q&A with a focus on next steps for participants' institutions.

Course 10/10 – The National Financial System, the National Credit Cooperative System, and the Governance Process (Portuguese)

Hour 1 – Brazilian National Financial System and Policy Context

Overview of the structure and functioning of the Brazilian National Financial System, including key institutions, regulatory bodies, and market segments. Discussion of monetary, fiscal, and exchange-rate policy and their effects on financial markets and cooperative institutions. Analysis of how maturity mismatches, interest rate changes, and exchange-rate volatility affect cooperative balance sheets and operations. Introduction to monitoring tools and planning approaches in this macro-financial context.

Hour 2 – Cooperative Credit System and Governance Interfaces

Explanation of the organization and functioning of the National Credit Cooperative System and its integration with the broader financial system. Discussion of the strategic, tactical, and operational interfaces between cooperative entities (singular, central, confederations) and other financial actors. Exploration of how governance processes support interoperability and coordination within cooperative networks. Reflection on the benefits and challenges of cooperative systems operating within a regulated, competitive financial environment.

Hour 3 – Governance, Conflict Management, and Democratic Participation

Discussion of governance as a mechanism for managing conflicts, ensuring fairness, and aligning member, management, and regulatory expectations. Examination of democratic participation and representation mechanisms in cooperatives and how they influence legitimacy and decision-making. Analysis of segregation of functions between governance and management, and of different governance models (monistic, dualistic) in the cooperative context. Roles and quality requirements for supervisory and fiscal councils.

Hour 4 – Risk Management, Strategic Direction, and Institutional Resilience

Integration of risk management into the governance process of cooperative financial institutions. Discussion of how boards and governing bodies define risk appetite, oversee major risks, and align strategic decisions with regulatory requirements and market realities. Consideration of short-, medium-, and long-term perspectives in cooperative planning and oversight. Final synthesis on how governance and risk management together can strengthen competitiveness, resilience, and the contribution of cooperatives to the Brazilian financial system.
