



Executive Development Courses

– WBAF Business School –

World Business Angels Investment Forum

An affiliated partner of the G20 Global Partnership for Financial Inclusion (GPFI)

World Business Angels Investment Forum (WBAF)

An affiliated partner of the G20 Global Partnership for Financial Inclusion (GPFI), the World Business Angels Investment Forum (WBAF) aims to ease access to finance for businesses from start-up to scale-up, with the ultimate goal of generating more jobs and more social justice worldwide. It is committed to collaborating, globally to empower world economic development by creating innovative financial instruments for innovators, start-ups, and SMEs. The Forum interacts with leaders in all areas of society, first and foremost in business and political spheres, to help assess needs and establish goals, bearing in mind that the public interest is of paramount importance. WBAF engages a wide range of institutions, both public and private, local and international, commercial and academic to help shape the global agenda.

wbaforum.org

G20 Global Partnership for Financial Inclusion (GPFI)

The Global Partnership for Financial Inclusion (GPFI) is an inclusive platform for all G20 countries, interested non-G20 countries, and relevant stakeholders that aims to carry forward work on financial inclusion, including the implementation of the G20 Financial Inclusion Action Plan endorsed at the G20 Summit in Seoul, South Korea. Her Majesty Queen Máxima of the Netherlands is the Honorary Patron of the G20 Global Partnership for Financial Inclusion (GPFI).

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The WBAF Business School provides a hybrid learning experience in a multilingual and multi-cultural environment offering (a) online education (b) support from an individualized strategic advisory board, (c) stock exchange meetups and inter-continental study trips, (d) support from a corporate governance and SME support center and (e) proficiency-based qualification and certification.

► **Ethical Governance for
Global Institutions**

About this course

What goes around comes around. Karma is real and it's going to be with your company from day one. You have to build your company on ethically sound foundations. A diamond in the rough will be noticed by investors and customers alike in a sea of unethical monetary driven start-ups. Doing the right thing is not just correct but required for successful start-ups.

Weaving threads of ethic into the fabric of your company might be tricky. It may sound easy to some people but doing it right requires that you fully understand ethical concepts and how the right ethical solution can disguise itself in different situations. This course will teach you how to recognize what's ethical, drawing upon real life examples.

Not always bad people do wrong things in business. Often good people do wrong things. Wrong behaviour results in a loss. Individuals and the companies lose face and are damaged due to unethical practices. In order not to lose millions of dollars, good people in organizations should know how to act ethically.

At the end of this course you will have learnt the skills to be able to institute necessary checkpoints, processes and controls to make your start-up ethically correct thus making it attractive to investors and earn customer's trust from day one.

Wishing you a great success!

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This course is for you if you want to ...

The aim of this course is to understand and learn the ethical issues that arise in the various areas of start-up institutions, and to develop an ability to address and resolve these issues effectively and responsibly. The course aims to build “Ethical Decision-Making Framework” for the Entrepreneurs, Managers and Employees who are working in start-up institutions and who are involved with operations in the start-up markets. This course will make the participants communicate effectively and ethically with their shareholders and stakeholders.

Specifically, the course seeks to enable Entrepreneurs, Managers and Employees to understand and learn:

- The need for ethics in business life and the role of ethics in start-up activities.
- The ethical principles of fairness in market transactions and those that justify the responsibilities and obligations of market actors.
- The ethical principles that apply to the delivery of goods and services and the operation of firms in the business environment.
- The ethical principles that justify corporate governance, including internal control of the corporation, the responsibilities and duties of corporate officers and directors, and the role of shareholders.
- The methods and tools that you can effectively use to implement ethical standards in your business.

By the end of this course participants will have learnt the skills to be able to institute necessary checkpoints, processes and controls to make their start-up ethically correct thus making it attractive to investors and earn customer's trust from day one.

Who is this course for?

This course is for all executives who want to run their business considering good governance and business ethics. This programme will be suited for professionals (including CEOs) who are expected to behave ethically and make ethical decisions. This course will also be recommended to angel investors, venture capital executives, investment bankers, commercial bankers, government bureaucrats who want to evaluate the ethical status of the company and the ethical calibre of its employees that they have relationship with or want to do business with.

The basics

Format	<ul style="list-style-type: none">• All lectures and discussion sessions are live, online (16.5 hours)• Homework (minimum 10 hours)
Total Effort	30-40 hours
Duration	11 weeks
Structure	11 modules, one per week
Time Per Module	<p>Average 3 hours/module</p> <ul style="list-style-type: none">• Online instruction/discussion: 1.5 hours• Homework: 1-2 hours on average
Language	Available in all languages

How you'll learn

- Presentations by the lecturer, followed by Q&A sessions
- Experience-sharing with other participants
- Contributions from participants after review of case studies and group discussions
- Reading assignments and video links to enhance learning experience

The module(s) at a glance

1	Understanding the Virtue of Ethics	7	How to Develop an Ethics Code and Code of Conduct for Your Institution
2	Understanding the Unethical Behaviour of Organizations and Managers	8	How to Develop an Ethics Training Programme for Your Institution
3	Values and Ethics Principles for Start-up companies	9	How to Develop an Ethics Audit Programme and Audit Reports Based on International Standards on Auditing (ISA)
4	How to Overcome Ethical Challenges in Global Institutions - Basic	10	Ethical Case Studies - Analysis and Discussion
5	How to Overcome Ethical Challenges in Global Institutions - Advanced	11	How to Fight Ethical Blindness in Your Institution? & Wrap up
6	Ethical and Unethical Decision-Making Process		



Module 1

Understanding the Virtue of Ethics

Ethics in business is key to sustainable success in business life. The challenges and benefits of being ethical is of great value to individuals and corporates. It is important to understand what ethics is, why we should act ethically in business life and the scope of ethics in business life.

This module will provide the basic information related with ethics definition, questions and the purpose of being ethical in business life. By the end of this module participants will see an understand the role of ethics in business life.

Presentation by the lecturer: 90 min

- What is ethics?
- What is an ethical compass?
- Who determines what is ethical or not?
- Why businesses should comply with ethical values and principles?
- Why do business ethics and social responsibility matter?

Zoom breakout session – Getting to know each other and sharing experiences: 30 min

Module 2

Understanding the Unethical Behaviour of Organizations and Managers

Maintaining an ethical and legally compliant culture is essential to an organization's long-term success. How quickly organization respond to unethical or unlawful behaviour can dictate whether the organization has ethical culture or not.

This module will provide the insight for ethical awareness of professionals who have decision-making responsibilities.

Presentation by the lecturer: 90 min

- What are some basic causes of wrong doings in organizations?
- How do managers wrongly justify unethical behaviour?
- How do ethics shape the relationship between start-ups and its stakeholders?

Q&A: 15 minutes

Module 3

Values and Ethics Principles for Start-up companies

To establish an ethical framework in an organization first the vision, mission and values of the organization should be determined. There are many different values existing in business environment. Every organization should find the best values which may best fit their vision, mission and business objectives.

This model provides an understanding of business values and describes the basic key elements of how ethical values should be determined. Upon completion of this module participants will be able to set up an ethical framework in their organizations.

Presentation by the lecturer: 90 min

- What are core values of companies?
- What are the key elements of selecting the right values for a start-up?
- How can we establish ethical discipline in start-ups?
- What is the relationship between law, ethics and morals?

Q&A: 15 minutes

Module 4

How to Overcome Ethical Challenges in Institutions - Basic

A method for ethical decision making should enable the person to recognize the new and unfamiliar situations and act accordingly. The more difficult the ethical situation faced, the more one should rely on discussion with others about the dilemma.

This module analyses the common ethical problems that managers may face in the workplace. By the end of this module participants will be able to carefully explore each ethical problem along with the insights and perspectives of others be able to make good ethical decisions.

Presentation by the lecturer: 90 min

Concepts to learn:

- abuse,
- force,
- coercion,
- fraud,
- manipulation,
- agent ethics,
- fiduciary ethics,
- professional ethics,
- moral rights,
- concept of justice, deception,
- concealment,
- churning,
- twisting,
- flipping,
- suitability,
- transparency,
- privacy,
- fairness,
- insider trading.

Q&A: 15 minutes

Module 5

How to Overcome Ethical Challenges in Institutions -Advanced

This module is a continuation of the basic module. This module analyses the common ethical problems that managers may face in the workplace. By the end of this module participants will be able to carefully explore each ethical problem along with the insights and perspectives of others be able to make good ethical decisions.

Presentation by the lecturer: 90 min

Concepts to learn:

- Conflict of Interest,
- ESG (environment social governance),
- social welfare,
- ethical dilemma,
- moral dilemma,
- ethical grey areas,
- mobbing,
- harassment,
- disclosure,
- good governance,
- personal trading,
- privacy & confidentiality,
- intellectual property right,
- bribe,
- facilitating payment,
- gift taking,
- theft,
- misuse of power,
- bending the rules.

Q&A: 15 minutes

Module 6

Ethical and Unethical Decision-Making Process

Resolving ethical issues requires decision-making skills and moral sensibilities. All managers are responsible to respond promptly and effectively to ethics problems. They may not be equipped with the right tools and training to make correct decisions to solve or prevent ethical problems.

By the end of this module participants will be able to address, resolve and make correct decisions to solve the ethical problems that arise in the workplace. They will learn how to react to new or unfamiliar situations in the workplace that involve complexities to comply with ethics and law.

Presentation by the lecturer: 90 min

- How can we make ethical business decisions?

-
- What is the model for ethical decision making suggested for start-up companies?
 - What is ethical blindness?
 - What causes ethical blindness in organizations?
 - How to avoid ethical blindness in companies?

Q&A: 15 minutes

Module 7

How to Develop an Ethics Code and Code of Conduct for Your Institution

A person's idea of morals tends to be shaped by their surrounding environment. Moral values shape a person's ideas about *right* and *wrong*. They often provide the guiding ideas behind ethical systems. *Ethics* are distinct from *morals* in that they're much more practical. An ethical code doesn't have to be moral. It's just a set of rules for people to follow. In other words, an ethical code has nothing to do with cosmic righteousness or a set of beliefs. It's a set of rules that are drafted by organizations to ensure employees stay out of trouble and act in a way that brings credit, reputation to the organization.

This module will improve the participant's ability to construct an Ethics Code for a company or evaluate an existing Ethics Code of any company to find areas to improve it.

Presentation by the lecturer: 90 min

- What is ethics code?
- How to develop an ethical decision-making framework?
- What should be included in an ethics code?
- How to develop an effective ethics code?
- How start-up companies can implement business ethics?
- Examine Ethics Code of a sample company.

Q&A: 15 minutes

Module 8

How to Develop an Ethics Training Programme for Your Institution

Whether you are an owner of a small, medium or a big company you have to trust your employees implicitly. The owners must know that the company is in responsible and ethical hands. Training employees about professional ethics is an excellent way of setting standards in the workplace and teaching your employees the importance of integrity in business. If there is no internal control and audit mechanism in a company the owners cannot assure that the ethics standards are in place and employees are behaving in compliance with the company's Ethics Code.

Upon completion of this module participants will be able to develop and implement an ethics training curriculum plan for a company.

Presentation by the lecturer: 90 min

- Why is ethics training important in organizations?

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- How to build an ethics training program in companies
 - How to implement ethics training program in companies
 - How to evaluate the effectiveness of the ethics training program

Q&A: 15 minutes

Module 9

How to Develop an Ethics Audit Programme and Audit Reports Based on International Standards on Auditing (ISA)

Upon completion of this module participants will be able to develop an ethics audit programme for a company. They will also learn how ethics audit should be done and how to evaluate and take actions based on Ethics Compliance Reports.

Presentation by the lecturer: 90 min

- How ethics audit should be done in organizations?
- How to develop an Ethics Audit Programme for a Company?
- How Ethics Audit and Compliance Reports should be prepared?
- How Ethics Audit and Compliance Reports should be read, interpreted and used to save a company from any ethics disaster?

Q&A: 15 minutes

Module 10

Ethical Case Studies Analysis and Discussions

There are many cases in business history where companies behaved unethically. Reviewing ethics cases enlarges the ethics vision of the managers and leads them to ethical thinking. Gaining experience from others' mistakes is a cheap way of training. Case study makes the participants understand what is ethical or not, at no cost to them or their companies.

By the end of this module the participants will put themselves in the shoes of the executives who made unethical decisions and understand what they should do and don't do in order to not make the same mistakes.

Presentation by the lecturer: 90 min

Analysis, evaluation and discussion of the following ethics cases:

- Enron ethics case
- Ford Pinto ethics case
- Lehman Brothers ethics case
- The Challenger ethics case
- Roche ethics case
- Apple versus FBI case

Zoom Discussion: 30 minutes

Module 11

How to Fight Ethical Blindness in Your Institution?

Sometimes managers do not decide rationally, and they do not evaluate their decisions from a moral point of view. They behave unethically without being aware of it. To summarize the course this last week we will determine what causes Ethical Blindness in organizations and what should be done to avoid Ethical Blindness of managers, employees and the stakeholders of a company.

Presentation by the lecturer: 90 min

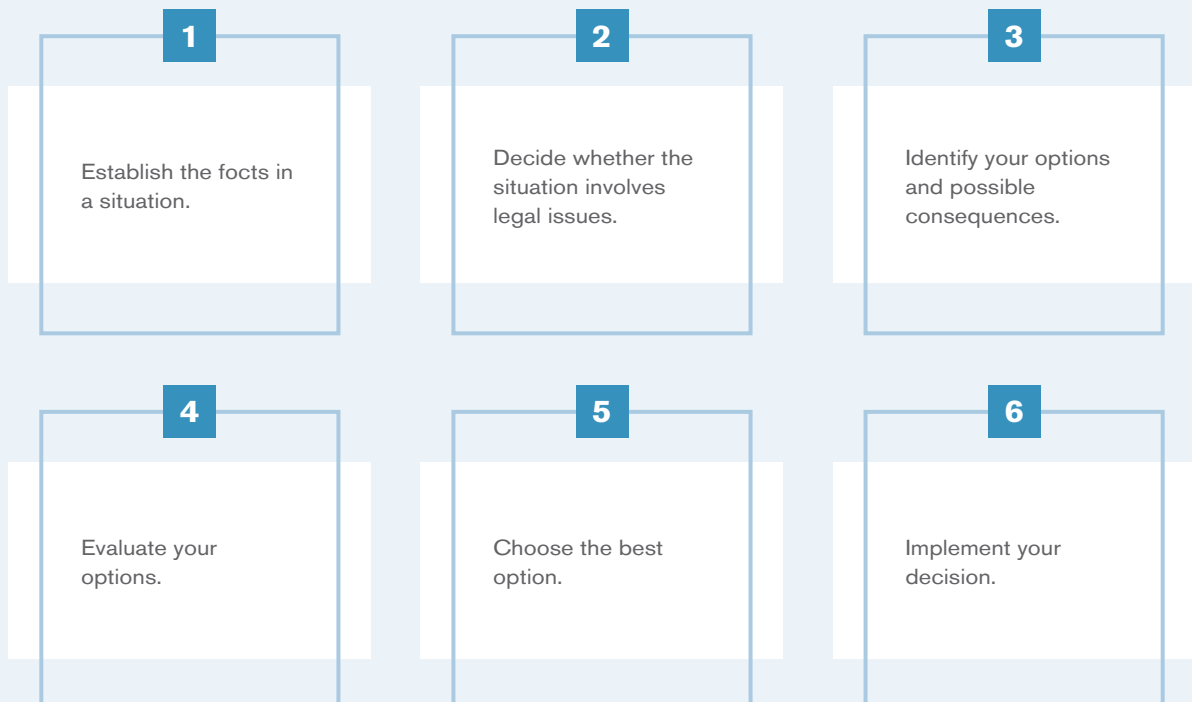
- What causes Ethical Blindness in organizations?
- What should be done to avoid Ethical Blindness of managers, employees and the stakeholders of a company?
- Wrap up and summary

Q&A: 15 minutes

6 STEPS

Top Ethical Decision Making

You may feel unsure about a situation and a decision, since there seem to be a number of acceptable alternatives. If you ask yourself these types of questions, the issue probably has ethical or moral implications.



Your Lead Faculty Member

Bülent Şenver Biography Q&A video link: <https://vimeo.com/466856715>. Mr. Bülent Şenver served as an external auditor in Arthur Andersen & Co. London office. He was an experienced manager when he left Arthur Andersen to join a Turkish bank as a Deputy General Manager. In Arthur Andersen he was in charge of the external audit projects of some 20 Turkish banks. He served as a project leader in the Turkish Central Bank "Off Site Surveillance" project. He developed "Standard Chart of Accounts" for the Turkish banking system and "Standard Reporting Package" for banks in Turkey. When he was promoted as CEO of a big Turkish retail bank, he was only 37 years old. As the CEO of the bank he introduced new retail banking products into the Turkish market such as photograph credit cards, soccer club debit cards, super daily loan product and many other similar corporate and retail bank products. He was the first CEO to do Securitisation of Asset issue in the Turkish market. His bank was the first private bank to give "Mass Housing Fund Loans" to the housing cooperatives. TSYS, a US company announced Bulent Senver as the new Business Development Director for TSYS to lead its entry into the Turkish payments market. Mr. Şenver served as the Chairman of the Board of Directors of Turkish American Business Association, Board member of the European Council of American Chambers of Commerce (ECAC), and a member of the Executive Committee and the Treasurer of ECAC for five years. Mr. Şenver is lecturing in Bosphorus and Bilgi Universities. He is the founder of the "Turkish Ethics Values Centre" association and "Book for Everyone" foundation.

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► **Financial Management (FM), in Practice**

About this course

Financing is all about the free interplay of market forces. The parties on the demand side are companies. However, companies are very diverse. A small start-up company does not have the same financing requirements as a long-established, internationally operating business. However, the parties on the supply side are diverse as well. A bank, for instance, will need to be approached entirely differently from a venture capital fund or a business angel. In order to optimise the interplay of supply and demand and achieve the best possible financing and financing terms, a good understanding of the company's needs, on the one hand, and the different suppliers, on the other, is essential.

This course aims at giving insights in the principles of financial management. The theoretical insights are systematically illustrated by concrete cases and exercises. During the course alternative scenarios will be discussed.

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This course is for you if you want to ...

- Understand the principles of financial management.
- Get an insight into investment policy
- Understand how to negotiate bank credits & mezzanine financing
- Being able to make a venture capital proposal
- Know how to valuation companies, including inorganic companies and IPR
- Understand the basics of Enterprise-relevant Basle regulations

By the end of this course, participants should be capable to advice, in a fast and accurate way, on a difficult, hybrid, financing structure.

Who is this course for?

The course is especially interesting for students, financial managers (CFO), bankers, venture capitalists and entrepreneurs and start-ups.

The basics

Format	<ul style="list-style-type: none">• All lectures and discussion sessions are live, online (20 hours)• Homework (minimum 30 hours)
Total Effort	50-60 hours
Duration	7 weeks
Structure	7 modules, one module of 2 hours per week
Time Per Module	Average 5/6 hours/module <ul style="list-style-type: none">• Online instruction/discussion: 2 hours• Homework: 3-4 hours on average (includes reading of relevant chapters in the coursebook)
Language	Available in all languages
Coursebook	R. Aernoudt, Financial Management, in Practice, Intersentia, Cambridge, 2019, www.intersentia.co.uk
Cases	Cases will be given during the courses
Prerequisites	Basic understanding of financial ratios and balance sheets

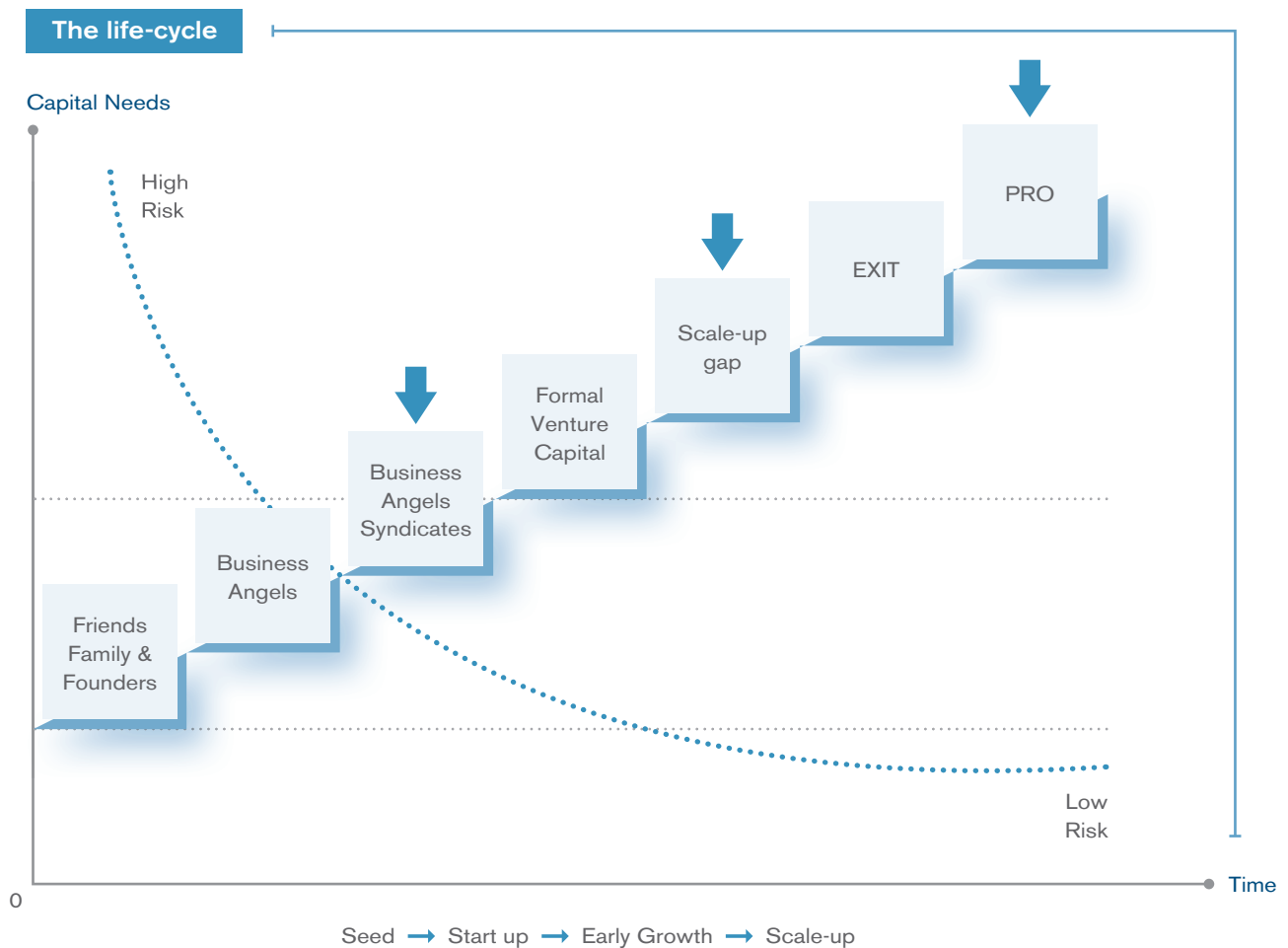
How you'll learn

- Interactive presentations by the lecturer
- Pedagogical cases and exercises (to be prepared before the classes)
- Reality cases given and explained by professor

The module(s) at a glance

For each module, the professor refers to the relevant chapters of the book which, as a background, should preferably be read before the course in order to allow interactivity and discussion. For each topic cases and exercises will given.

1	Financial Management: intro (chapter 1 to 2)	5	Business angels Business angels (chapter 7)
2	Valuation issues (chapter 3)	6	Love-money, Crowdfunding & Mezzanine (chapter 8 & 5)
3	Debt financing (chapter 4)	7	IPO, ICO, stock financing & The Basel Framework (chapter 9 & 10)
4	Venture capital (chapter 6)		



Module 1

Financial Management: intro

Companies tend to express their financing needs in terms of a sum of money. Their need, however, is not only for a certain amount, but may also relate to the form, the time limit and the arrangements of the financing. It therefore seems useful, first of all, to present an overview of the advantages and disadvantages of the various financing arrangements. Every form of financing has its advantages and disadvantages, so it is important to find the optimal solution as not all the money is the same.

Presentation by the lecturer: 60 min

- Concept
- Financial management in the strict sense, being the financing decision.
- Financial management in broader sense:
 - investment decisions,
 - working capital management
 - dividend policy
- Debt-financing versus equity financing

Zoom breakout session – Getting to know each other and sharing experiences: 15 min

Q&A: 45 min

Module 2

Valuation issues

The valuation of a company is important, as the financial function is focused on enhancing the value of the company. It is, therefore, interesting to get a clear idea of that value. Beyond this context as well, it can be important to be able to determine the value of the company. For an investor, for example, this is important in deciding on the purchase of shares. He or she has to know whether the invested amount will generate sufficient dividends and/or capital gains in the event of a sale before he or she can consider the investment as interesting. In the event of a sale, liquidation or succession, the valuation of a company is also extremely important. With regard to financing, valuation is particularly significant for *equity* financing. Equity financing means that the company is financed by a third party, who receives in return for the financed amount a share of equity of the company. The number of shares, or the percentage of shares, attributable to this external financier, depends on the estimated value of the company.

Presentation by the lecturer: 60 min

- Organic growth pattern
 - The adjusted net value
 - Capitalised returns
 - The objective value
 - Comparables
- Inorganic growth pattern
 - The option approach
 - The residual method
 - Multiplier

-
- Examples & cases

Zoom breakout session – Getting to know each other and sharing experiences: 15 min

Q&A: 45 min

Module 3

Debt financing

Debt financing remains the major source of financing of companies. Debt financing is an action between at least two parties: the lender and the borrower. Whereas in commercial transactions a credit transaction is a precondition of the transaction, in financial transactions it is the centre of the operation. The borrower has to decide whether and to what extent he wants to rely on credit, in what form and for how long. The lender, for his part, will investigate whether he is willing to grant credit, under what form and on what terms. Furthermore, he will figure out how he can protect himself against possible default.

Presentation by the lecturer: 60 min

- Credit requirement
- The supplier as lender
- Financial institutions: Short-term sources of financing
 - Cash credits
 - Discount credits
 - Straight loans
 - Treasury bills
 - Factoring
 - The art of combining
- Financial institutions: Long-term credit:
 - Investment credits
 - Equipment financing
 - Financial leasing
 - Roll-over credits
 - Bond issuing
- Guarantees
 - Mortgage
 - Pledge on the business premisses
 - Personal guarantees

Zoom breakout session – Getting to know each other and sharing experiences: 15 min

Q&A: 45 min

Module 4

Venture capital

The term '*venture*' is derived from '*adventure*', which means taking a risk. Usually not only money is invested. Experience, connections, technical skills and management knowledge can also be offered to the company.

Venture capital is increasingly considered as a '*deus ex machina*' for all financing difficulties. Should the bank refuse credit, then venture capitalists offer the solution. Besides, progressive bankers switch to venture capital funds. But what is venture capital exactly?

Presentation by the lecturer: 60 min

- Concept & investment-stages
- Investee and investor
- Limited Partner and General Partner
- Due diligence
- Carried interest
- The shareholders agreement
- Buy-out operations
- Corporate venture capital

Zoom breakout session – Getting to know each other and sharing experiences: 15 min

Q&A: 45 min

Module 5

Business angels

An alternative to financing a company start-up with formal venture capital is the so- called 'informal venture capital'. Informal and formal venture capital are two totally different markets with different market players and a different perception. One of the consequences is that the informal venture capitalist is far more interested in the start-up enterprise than the formal venture capitalist is.

Presentation by the lecturer: 60 min

- Concept
- Typology
- Informal versus formal
- Business Angels Networks
- The investment process

Zoom breakout session – Getting to know each other and sharing experiences: 15 min

Q&A: 45 min

Module 6

Lovemoney, crowdfunding and Mezzanine

Love and money seldom go hand in hand, they are more like Eros and Thanatos. When money is involved, emotions are better set aside. And yet, there are exceptions to this universal rule. After all, financial backers can be moved to finance starters in particular because they have an affective relationship with the founder.

Presentation by the lecturer: 60 min

- Lovemoney
 - The concept
 - Lovemoney versus business angels
- Neighbourhood participation
- Crowdfunding & the internet
 - Equity crowd
 - Debt crowd
- Mezzanine: a hybrid form of financing
 - Mezzanine between credit and equity
 - Characteristics of mezzanine
 - Crowdfunding platforms

Zoom breakout session – Getting to know each other and sharing experiences: 15 min

Q&A: 45 min

Module 7

IPO, ICO, Stock-financing and the Basel agreements

The stock exchange or a public listing of the shares can either be a source for attracting new financing resources or allowing certain investors to realise their exit. For a lot of risk capitalists, a listing of their investee is the ideal exit. In case of a first stock exchange listing, we speak about an IPO. Listed companies can, of course, implement a capital increase through the stock exchange by issuing new shares and in this way collect additional financial resources. But the listing does not only offer benefits. Some listed companies prefer to be no longer be publicly listed and then we are talking about delisting.

One of the reasons for delisting is the financial regulation. Regulation is needed but has an impact on enterprises and financing, in particular the Basel agreements.

Presentation by the lecturer: 60 min

- Stock exchange or stock exchanges
- Functioning of an IPO
- Bitcoins and ICO
- Delisting
- Stock value and intrinsic value
- Importance of regulation and relevance for enterprises
- Basel I and the Cooke ration
- Basel II and the finetuned credit management
- Basel III and the liquidity standards
- Basel IV and the floor

Zoom breakout session – Getting to know each other and sharing experiences: 15 min

Q&A: 45 min

Your Lead Faculty Member

Prof. Rudy Aernoudt Rudy Aernoudt holds a position of professor Corporate Finance and European Enterprise Policy at the Universities of Ghent and Nancy. He is Senior economist at the European commission dealing with foresight, European financing of enterprises, space-policy, industry policy and enterprise policy. He was Chief of Staff at European, Belgian federal, Flemish and Walloon level. He was director-general of OLPC, a spin-off of MIT. He is also curator of TEDxBrussels and published 25 books and over 300 papers on economy and philosophy (https://en.wikipedia.org/wiki/Rudy_Aernoudt). He is co-founder of the European Business Angel Network and Senator at World Business Angel Investment Forum.

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► **Leadership in the Digital Era**

About this course

This course will deepen your understanding about the various leadership styles that are uniquely suited to the digital era and how to effectively lead in a highly dynamic digital business environment. During his course you will enhance your knowledge base about how to leverage power dynamics responsibly and successfully in order to gain competitive advantage in a global highly virtualized digitized business environment.

Wishing you a great success!

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This course is for you if you want to ...

- Gain new insights into the successful leadership types in the digital era
- Enhance your knowledge about effective negotiation and mediation tactics
- Learn how to use power with a purpose
- Deepen your knowledge about building and managing effective power networks
- Optimize your ethical leadership skills
- Learn how to achieve long term business success via exponential leadership

By the end of this course, you will be able to rise to the challenges imposed by a highly interconnected digitized and globalized business environment. This course will facilitate your ability to lead effectively in a dynamic future and how to build a digital leadership portfolio that ensures resilience and competitive advantage in an volatile digital business ecosystem.

Who is this course for?

This program will be suited for all professionals that would like to hone their digital leadership skills and learn how to harness power dynamics for success in a complex and volatile environment. This program will prepare you to lead your organization with agility and to thrive in the digital era by building a successful digital leadership portfolio.

- CEOs or other professionals from listed companies and individuals
- Directors of business angel networks
- Professionals in technoparks and acceleration and incubation centres
- Investors and entrepreneurs

The basics

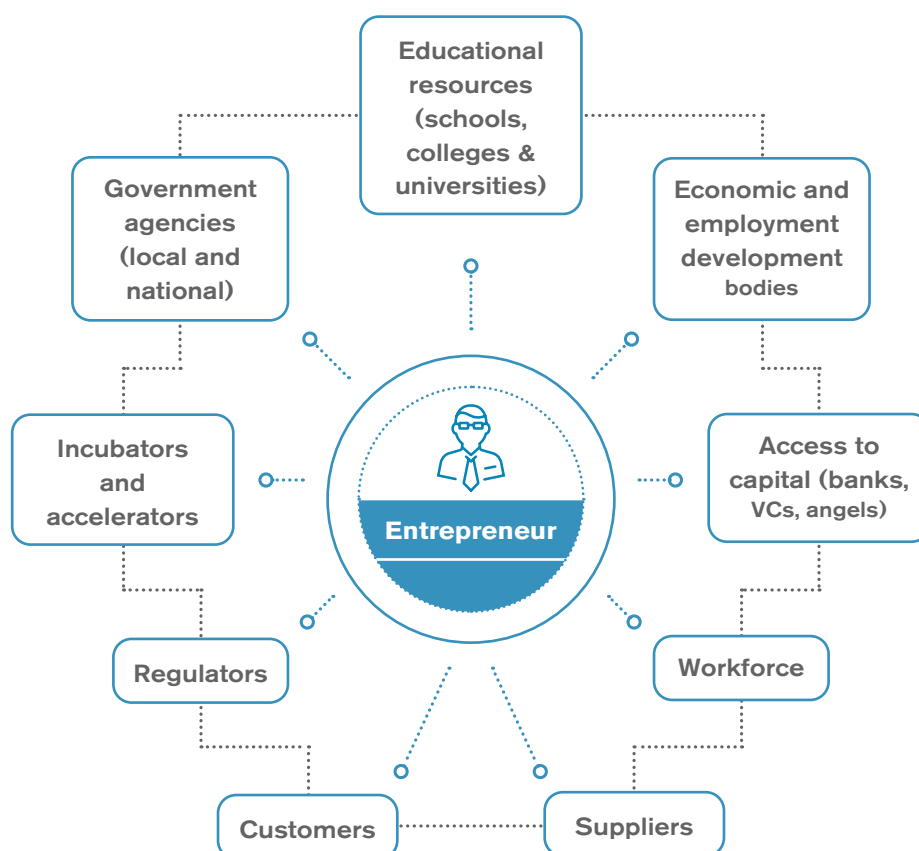
Format	<ul style="list-style-type: none">• All lectures and discussion sessions are live, online (22 hours)• Homework (minimum 30 hours)
Total Effort	52 hours
Duration	10 weeks
Structure	10 modules, one per week
Time Per Module	Average hours/module <ul style="list-style-type: none">• Online instruction/discussion: 1.5-2 hours• Homework: 2.5-3 hours on average
Language	Available in all languages

How you'll learn

- Presentations by the lecturer, followed by Q&A sessions
- Experience-sharing with other participants
- Contributions from visiting experts about real-life situations
- Group sessions to enhance teamwork, stimulate role playing, and reinforce learningsCase studies, homework, and special assignments will complement the in-class learning

The module(s) at a glance

1	Leadership Styles- Overview	6	Agile Leadership in the digital era
2	Born Digital vs Becoming a Digital Leader	7	Purposeful Leadership in the digital era
3	Power Dynamics	8	Ethical Leadership in the digital era
4	Mediation and Negotiation Techniques	9	Exponential Leadership in the digital era
5	Building Power Networks	10	High Impact Leadership & Wrap up



Module 1

Leadership Styles-Overview

This module will introduce various leadership styles while highlighting how various characteristics and skillsets can be deployed effectively and successfully in the digital era. This module will provide a high level overview for leadership principles, leadership structure and principles for building a leadership framework will be discussed.

Presentation by the lecturer: 60 min

- Description of various leadership styles
- How to leverage each leadership style in the digital era
- Pros and cons of each leadership style
- Traits vs Skills in Leadership styles

Zoom breakout session – Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 2

Born digital vs becoming a digital leader

This module will describe traits and characteristics that define born digital leaders compared to those that become digital leaders during their career. Drivers of success, as well as techniques to leverage both styles in order to be effective and impactful in the era of digital revolution will be analyzed in this module.

Presentation by the lecturer: 60 min

- Description and analysis of a born digital leader
- Description and analysis of becoming a digital leader
- Drivers of success for each style
- Power dynamics for each style
- Building effective power networks for each style

Zoom breakout session – Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 3

Power Dynamics

This module will introduce the concept of power dynamics and will highlight the intrinsic and extrinsic factors influencing power dynamics. After completion of this module you will be able to react and manage to power dynamics, as well as learn how to use power dynamics responsibly in order to amplify your business impact.

Presentation by the lecturer: 60 min

- Definition of power dynamics
- Intrinsic and extrinsic factors influencing power dynamics
- Impact of power dynamics on society and innovation

Zoom breakout session – Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 4

Mediation and Negotiation Techniques

This module will describe key mediation and negotiation techniques, as well as various business scenarios suitable for these techniques. After completion of this module you will be able to select the optimal techniques for each business situation and recognize the pros and cons of various mediation or negotiation styles.

Presentation by the lecturer: 60 min

- Key mediation techniques
- Key negotiation techniques
- Selection of mediation and negotiation styles
- Pro & cons of various mediation and negotiation styles

Zoom breakout session: Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 5

Building Power Networks

This module will provide the foundational knowledge of power networks. At the completion of this module you will be able to define, react appropriately to and leverage power networks. At the completion of this module you will be able to learn the key drivers of building successful power networks for maximal business impact.

Presentation by the lecturer: 60 min

- Definition of power networks
- Characteristics of successful power networks
- Leveraging and reacting to power networks
- Building new power networks for maximal business impact

Zoom breakout session – Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 6

Agile Leadership in the digital era

This module will deepen your knowledge about agile management styles, agile operational deployments, agile IT developments and enhance your ability to develop agile leadership skills. At the conclusion of this module you will be able to recognize the pros and cons of an agile leadership style and appropriately select it for various business endeavors.

Presentation by the lecturer: 60 min

- Definition of “agile”
- Characteristics of agile leadership
- Pro & Cons of an agile leadership style

Zoom breakout session – Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 7

Purposeful Leadership in the digital era

This module will deepen your knowledge about the characteristics of purpose driven organizations, as well as purposeful leadership skills. At the conclusion of this module you will be able to recognize the pros and cons of a purposeful leadership style and harmonize it with your business acumen.

Presentation by the lecturer: 60 min

- Definition of “purpose”
- Characteristics of purposeful leadership
- Pro & Cons of a purposeful leadership style

Zoom breakout session – Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 8

Ethical Leadership in the digital era

This module will deepen your knowledge about the characteristics of ethical leadership, as well as the characteristics of organizations that place a high emphasis on a culture of ethics. At the conclusion of this module you will be able to recognize the positive impact of an ethical leadership style and how to build a sustainable ethics ecosystem.

Presentation by the lecturer: 60 min

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- Definition of “ethics”
 - Characteristics of ethical leadership
 - Benefits of an ethical leadership style
 - Building an ethics ecosystem

Zoom breakout session — Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 9

Exponential Leadership in the digital era

This module will deepen your knowledge about exponential impact and the essential characteristics of an exponential leadership style. At the conclusion of this module you will be able to recognize the pros and cons of an exponential leadership style and how to leverage it.

Presentation by the lecturer: 60 min

- Definition of “exponential”
- Characteristics of exponential leadership
- Pro & Cons of an exponential leadership style

Zoom breakout session — Getting to know each other and sharing experiences: 30 min

Q&A: 20 min

Progress check: 10 min

Module 10

Test & Wrap-up

Participants will be able to assess their knowledge acquired in this course by completing a brief essay. Wrap up of the course will consist of key highlights and takeaways for developing a successful digital leadership portfolio.

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- Final Essay
 - High Impact Leadership in the Digital Era

Your Lead Faculty Member

Dr. Ingrid Vasiliu Feltes Is a healthcare executive, futurist and globalist who is highly dedicated to digital and ethics advocacy. She is a passionate educator and entrepreneurship ecosystem builder, known as an expert speaker and consultant. Throughout her career she has received several awards for excellence in research, teaching or leadership. This past year she has been named one of the Top 100 Global Healthcare Innovators and Top 100 Global Finance Leaders. Throughout her career, Dr. Vasiliu-Feltes held several leadership positions within the academic, corporate and not-for-profit arena. She is currently a Faculty Member of the WBAF Business School, Division of Entrepreneurship, an Honorary member of the Law and Technology Global Online Academy and teaching the Executive MBA Business Technology Course at the University of Miami Business School. Throughout her career, Dr. Vasiliu-Feltes held several leadership positions within the academic, corporate and not-for-profit arena. Dr. Vasiliu-Feltes is also a member of numerous prestigious professional organizations and holds several certifications, such as Bioethics from Harvard, Artificial Intelligence and Business Strategy from MIT Sloan, Blockchain Technology and Business Innovation from MIT Sloan, Finance from Harvard Business School, Negotiation from Harvard Law School, Innovation and Entrepreneurship from Stanford Graduate School of Business, Certified Professional in Healthcare Risk Management, Fellow of the American College of Healthcare Executives, Patient Safety Officer by the International Board Federation of Safety Managers, Master Black Belt in Lean and Six Sigma Management, Professional in Healthcare Quality by the National Association of Healthcare Quality, Manager for Quality and Organizational Excellence, by the American Society for Quality, and Certified Risk Management Professional by the American Society for Healthcare Risk Management.

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WBAF Business School

The WBAF Business School was established by the World Business Angels Investment Forum as a response to an increasing need for qualified investors, qualified entrepreneurs and qualified companies in the world economy. It provides education and training for individuals such as investors and entrepreneurs and, through its executive development programmes, it contributes to the business transformation of both private and public entities.

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