

Qualified Ethics and Compliance Executive Certification Programme

– WBAF Business School –

ETHICS+

World Business Angels Investment Forum

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

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).

gpfi.org

Contents

About this course.....	4
This course is for you if you want to	5
Who is this course for?.....	5
The basics.....	6
How you'll learn.....	6
The module(s) at a glance.....	6
Module 1	
Understanding the Virtue of Ethics.....	7
Module 2	
Understanding the Unethical Behaviour of Institutions and Managers.....	7
Module 3	
Values and Ethics Principles for Start-up companies.....	7
Module 4	
How to Overcome Ethical Challenges in Institutions - Basic.....	8
Module 5	
How to Overcome Ethical Challenges in Institutions -Advanced.....	9
Module 6	
Ethical and Unethical Decision-Making Process.....	9
Module 7	
How to Develop an Ethics Code and Code of Conduct for Your Institution.....	10
Module 8	
How to Develop an Ethics Training Programme for Your Institution.....	10
Module 9	
How to Develop an Ethics Audit Programme and Audit Reports Based on International Standards on Auditing (ISA).....	11
Module 10	
Ethical Case Studies Analysis and Discussions.....	11
Module 11	
How to Fight Ethical Blindness in Organizations?.....	12
Your Lead Faculty Member	13

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.

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!

WBAF Business School - World Business Angels Investment Forum

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

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 (18.5 hours)• Homework (minimum 20 hours)• Proficiency Test (2 hours)
Total Effort	40-50 hours
Duration	11 weeks
Structure	11 modules, one per week
Time Per Module	Average 3 hours/module <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 Institutions 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 Discussions
5	How to Overcome Ethical Challenges in Global Institutions - Advanced	11	How to Fight Ethical Blindness in Your Institution?
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 Institutions 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 previous one. 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?

-
- 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 Organizations?

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

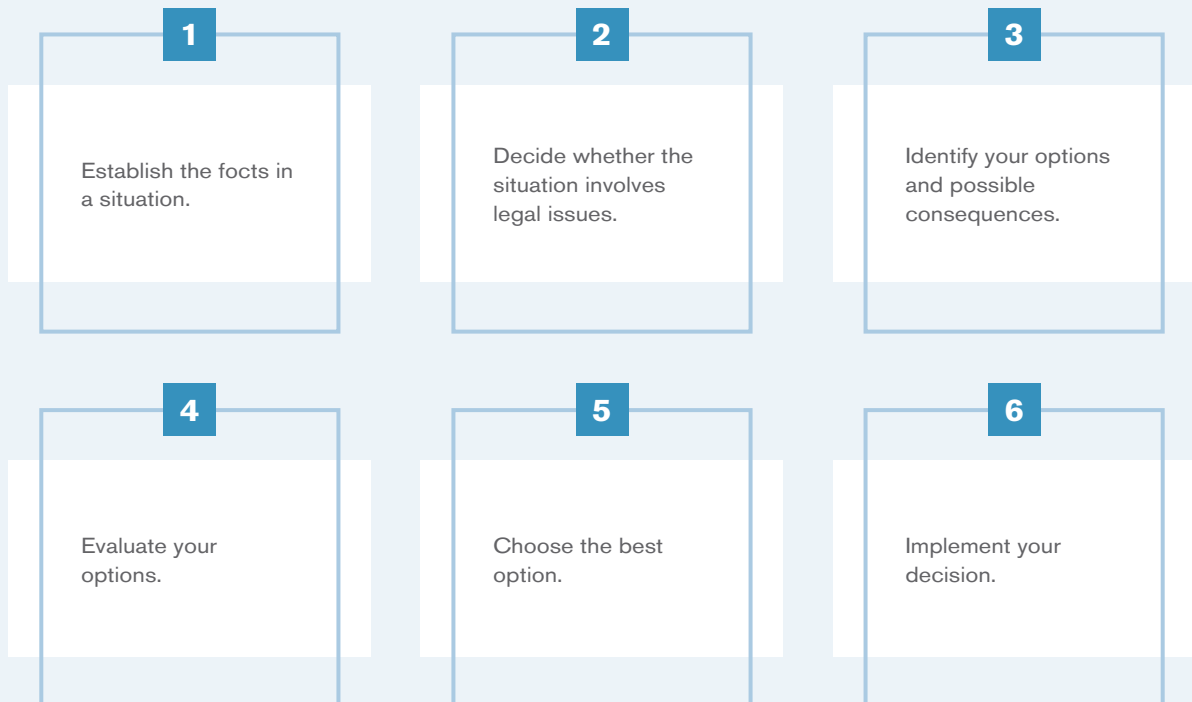
- What causes Ethical Blindness in organizations?
- What should be done to avoid Ethical Blindness of managers, employees and the stakeholders of a company?
- Wrap up and summary

Proficiency Test (2 hours)

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

Bulent Senver 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.

Contact:

Christina Mc Gimpsey

Administrative Assistant, WBAF Business School – World Business Angels Investment Forum

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

Christina.McGimpsey@wbaforum.org



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.

wbs.wbaforum.org