



WE OFFER ONLINE COURSES!

**All courses delivered by Arun Mathur, FCPA, FCA.
Visit www.ultimquest.com for more information.**

What Canadian CPAs have to say about our online courses:

CPA Code of Conduct – “It was an amazing course that everyone needs to take. The key information about each topic was outstanding and useful. I loved how the instructor explained things in such a simple way.”

Introduction to Internal Control – “The resource materials for this course are all well-prepared and they are easy to follow too. The instructor did a great job explaining and presenting all the information.”

Canadian Business Ethics – “Excellent review and good examples. Every penny was worth it. Thank you for your dedication and passion when it comes to teaching.”

KPIs in Professional Practice – “Thanks to this course I passed my examination. The questionnaires included in my exam were difficult, but this course prepared everyone for this level of difficulty.”

Dealing with Unethical People in the Workplace – “This course has made me realize so many things. The examples helped me put things into perspective.”

ONLINE COURSE LIST

GOVERNANCE

Introduction to Governance

1-HR

This course provides a basic introduction to governance across the various sectors, including corporate, public and not-for-profit. It discusses governance concepts, the challenges and signs of governance problems and best practices that can improve governance.

Improving Governance in the Corporate Sector

2-HR

This course builds upon Introduction to Governance and focuses specifically on the corporate sector. It explains the Canadian corporate governance environment, and governance crises and failures, as well as governance success stories. It introduces fraud and risk management concepts. It will show how to improve corporate governance.

Improving Governance in the Public Sector

1-HR

This course builds upon Introduction to Governance and focuses specifically on the public sector. It discusses the evolution of public sector governance, global trends and international principles. It discusses key challenges in the public sector and demonstrates how to improve public sector governance.

Improving Governance in the NFP Sector

2-HR

This course builds upon Introduction to Governance and focuses specifically on the not-for-profit sector and its unique challenges. It discusses governance models and provides practical guidance on practices to improve governance in NFP sector organizations.

Improving Governance in Smaller NFP Entities

2-HR

This course builds upon Introduction to Governance and focuses specifically on smaller not-for-profit entities. It discusses specific challenges faced in smaller NFP entities and provides guidance on practices to improve governance.

INTERNAL CONTROL

Introduction to Internal Control

1-HR

This course provides practical guidance on evaluating and improving internal control systems in any organization. It updates CPA members on internal control standards and frameworks, and explores key topics including fraud prevention, COSO, Canadian auditing standards and assertions, and practice inspection findings on internal control evaluation in Canada.

Internal Control in Smaller Entities

2-HR

This course provides practical guidance on evaluating and improving internal controls in smaller organizations. It updates CPA members on how to implement internal control standards and frameworks in smaller entities. It will be useful for CPA members in audit, management and board positions. Topics include: absence of internal control, warning signs, COSO framework and its challenges, internal control limitations, Canadian auditing standards and auditing assertions, and practice inspection findings.

BUSINESS ETHICS

Dealing with Unethical People in the Workplace

1-HR

This course considers the unique position of professional accountants and provides a framework to use when addressing unethical situations at work. We examine case studies and use the framework to determine the best course of action. This course shows CPA members how to practice principled decision-making in the face of ethically challenging situations. Our objective is the member's personal growth and career development, reduced risk of unethical behaviour, and improved overall performance in the member's organization.

Preventing Unethical Behaviour in the Workplace

1-HR

This course shows how directors and managers can fulfill their responsibilities by creating an ethical business environment, and presents tools for implementing ethical safeguards successfully. Threats and danger signs that put organizations at risk are also be discussed. This course is designed for CPA members who want to be more effective in discharging their ethical responsibilities, including promoting an ethical workplace culture and preventing ethical breaches at work. Topics include return on investment for business ethics, high risk behaviours of employees and indicators of widespread ethical misconduct.

CPA Professional Code of Conduct

1-HR

This course examines the contents of the CPA Professional Code of Conduct. We look at how our profession has crafted this document to protect the public interest. We examine how provincial CPA bodies assist members to understand the intent of each rule and to navigate and interpret the code. We also examine what action the profession takes to enforce compliance with the Code of Conduct. This course will provide members with useful information to understand the requirements of the code, how to interpret and how to use the code in real business situations.

Canadian Business Ethics

4-HR

This course provides CPAs with the tools to consider business ethics in specific situations. It examines the impact of ethical behavior on the company's bottom line and its stakeholders. It assesses tough ethical issues that board members, managers and auditors encounter in fulfilling their duties. Case studies are utilized to analyze ethical and unethical approaches to important business decisions. The CPA Code of Professional Conduct is also examined, which all CPAs are required to comply with.

KEY PERFORMANCE INDICATORS

Improving Your Bottom Line Using KPIs

2-HR

This course provides a step by step approach in using Key Performance Indicators to improve any organization's bottom line. It examines how to establish KPIs for different types of organizations, including professional services (accounting practice), retail, service, manufacturing and NFP including government entities. It explains the process to implement financial and non-financial KPIs. It discusses the challenges one could face and the benefits of successfully implementing KPIs.

Using KPIs in a Professional Practice

1-HR

This course provides a step by step approach to using KPIs to improve a professional practice's bottom line. It benefits all CPAs whether running their own professional practices or involved in other professional practices such as a firm of lawyers, dentists, engineers, architects or others. Topics include: guiding principles, benefits of using KPIs, financial and non-financial KPIs, the development and implementation process, and an accounting practice case study.

Using KPIs in the Public Sector

2-HR

This course provides a step by step approach to using KPIs to improve the performance in public sector organizations. It would benefit all CPA members in audit, management or agency board positions in public sector organizations. Topics include: KPIs and the professional accountant, internal audit and management, public sector dilemmas, financial and non-financial KPIs, development and implementation process and a case study.

Using KPIs in Smaller Entities

2-HR

This course provides a step by step approach to using KPIs to improve the bottom line in smaller entities. It would benefit all CPA members in audit, management and board positions within smaller entities. Session topics include: levels of KPIs, types of KPIs, KPIs by industrial sector, the development and implementation process and a case study.

BUSINESS & LEADERSHIP

Fraud Prevention

1-HR

Participants will have an opportunity to review their fraud prevention knowledge, consider what the Association of Certified Fraud Examiners reported in 2018, and review methods to evaluate fraud risk and weaknesses in their organizations. This course is designed for CPA members who want to be more effective in discharging their fraud prevention responsibilities.

Enterprise Risk Management

1-HR

This course provides practical guidance on implementing effective risk management. We examine commonly used techniques and consider risk management strategies through a case study. Topics include risk management process, risk appetite approach, heat maps, trends and global trends.

Introduction to Capital Budgeting

1-HR

Participants will have an opportunity to examine how companies apply the theory and what methods are actively used in the corporate world. These techniques can also be useful in Not for Profit and Public Sector organizations, since good financial decisions are also required in those organizations. This course is designed for members who want to gain a basic working knowledge of capital budgeting techniques.

Public Speaking for CPAs

2-HR

This course provides practical guidance on public speaking from start to finish. Topics include obtaining audience knowledge, organization of information, rehearsal and preparation, body language, mental attitude and delivery tips. It examines structure, identifying key messages, determining opening and closing statements, body language, use of voice and room set up. We share ideas that will improve your delivery and overall effectiveness. We also include an interview with professional Public Speaking Coach.

Accounting for Business Owners

1-HR

This course is designed for business owners and non-finance managers. It shows them what they need to know about bookkeeping and accounting fundamentals, internal control and fraud prevention basics. We present accounting rules and financial statements to show what business owners need to know. By implementing the ideas from this course, business owners will improve their bottom line significantly.

Get More from Financial Statements

1-HR

This course is designed for business owners and non-financial managers. Participants will learn how to interpret financial statements. Topics include: common size financial statements and the following ratios: liquidity, profitability, capital structure, asset management and cash cycle. A step-by-step guide will show how to utilize data from balance sheets, income statements, cash flow statements and notes to financial statements, to make useful conclusion by performing the financial analysis.

How to Prepare a Business Plan

1-HR

This course is designed for entrepreneurs and business owners. Participants will learn how to tell their story through a business plan, including the various components that need to be presented. Topics include: the executive summary, business plan structure, presenting financial and non-financial information, addressing risk and additional resources.

Preparing an Operating Budget

1-HR

This course is designed for those who are interested in learning how to prepare more accurate and useful operating budget and forecast future performance. Topics include: incremental basis budgeting, zero based budgeting, ground-up approach, KPIs, identifying risk, and more. Participants will learn how to utilize the budget as a tool to better prepare for and anticipate the future of the business.



Do you know anyone who lost their job
or left their position for ethical reasons?



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Canadian Business Ethics

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Arun K. Mathur, FCPA, FCA, LPA

ULTIMQUEST
KNOWLEDGE

The Professional
Accountants
PD Network
(PAPDN)

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ABOUT ME

Arun K. Mathur, FCPA, FCA, LPA
UltimQuest Knowledge Inc.

Instructor at CPA bodies:

British Columbia, Alberta, Saskatchewan,
Manitoba, Ontario, Nova Scotia, PEI,
New Brunswick, Newfoundland &
Labrador, Bermuda.

Auditing
Internal Control
Governance
Fraud Prevention
Business Ethics
Financial
Management
KPIs
Public Speaking

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SETTING THE STAGE

- Large scale unethical behaviour
- CPA mandated ethics training – Fall 2018
- Open conversation – what can we do?

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OXFORD DICTIONARY'S DEFINITION OF ETHICS

“Moral principles that govern a person's behaviour or the conducting of an activity.”

- Philosophy
- Religion
- Customs and traditions
- Personal values and virtues



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- BUSINESS ETHICS?
- HOW WE APPLY ETHICS TO BUSINESS SITUATIONS.

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What types of ethical dilemmas have you seen in your career?

Total Results: 0

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

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EXAMPLES OF ACCOUNTING ETHICAL ISSUES

1. Misstate financial information or mislead others?
2. Hide information from auditors or regulators?
3. Violate privacy or confidentiality of information?
4. Allow senior person to influence your professional judgment?

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WARNING SIGNS


Ethical Dilemmas Ahead

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WARNING SIGNS

Organizational culture

- Short term results emphasized
- Ignore wrong doings and negative incidences
- Negative news is spun to soften the blow
- Leaders surrounded by those who don't question or criticize
- Fear of retaliation for doing the right thing
- Toxic work environment



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WARNING SIGNS

Leadership

- Management hides info from board
- Management manipulates stakeholders
- Weak board, not overseeing management
- Employees dissatisfied with info from top management
- Distrust of top management
- Bully in leadership position



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DANGER PHRASES

“Technically this isn’t illegal”

“No one will ever notice”

“I’m counting on your loyalty”

“This goes no further than this room”

“It may not seem like it, but this is really for the best”

“I’m not telling you to do this, but...”

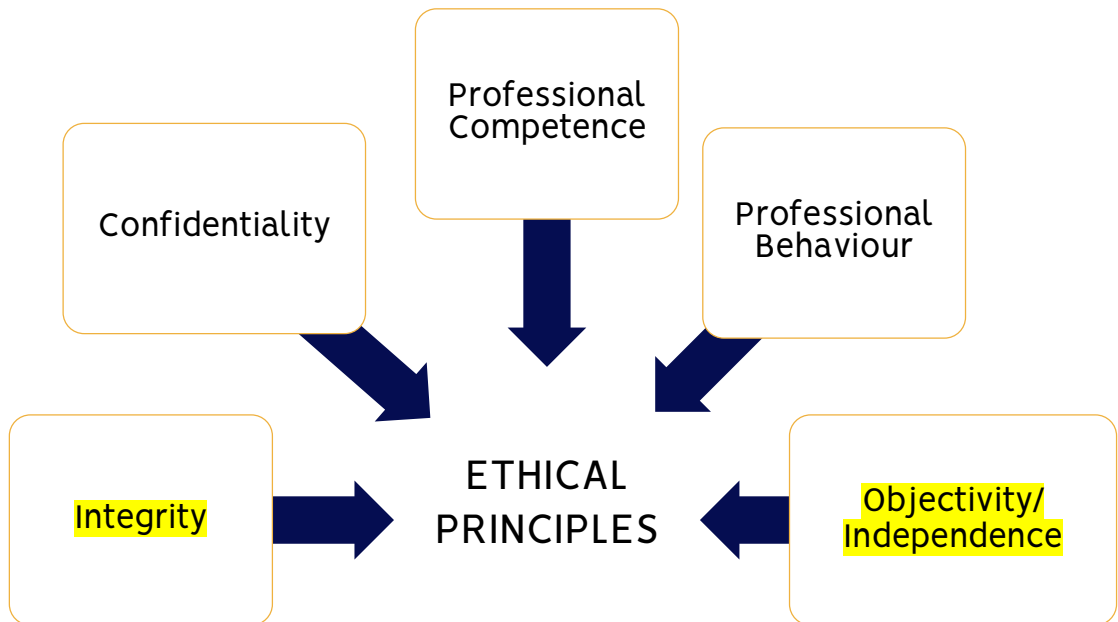


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ETHICAL PRINCIPLES

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DECISION MAKING FRAMEWORK

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So why do people make unethical choices?



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Why do you think people make unethical choices?

Total Results: 0

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

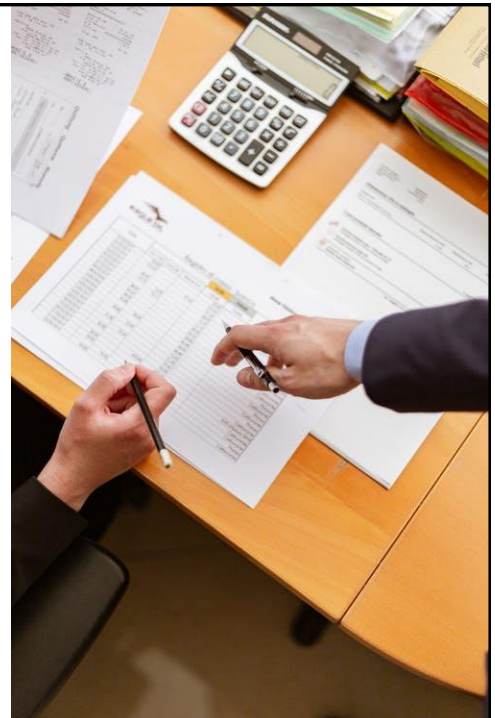
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EXAMPLE SITUATION - APPLY FRAMEWORK

You have been asked by your boss to modify financial reports.

Your organization received funds for one purpose, but these funds were spent for another purpose.

Without modification, your organization would be in non-compliance and this could have serious future ramifications.



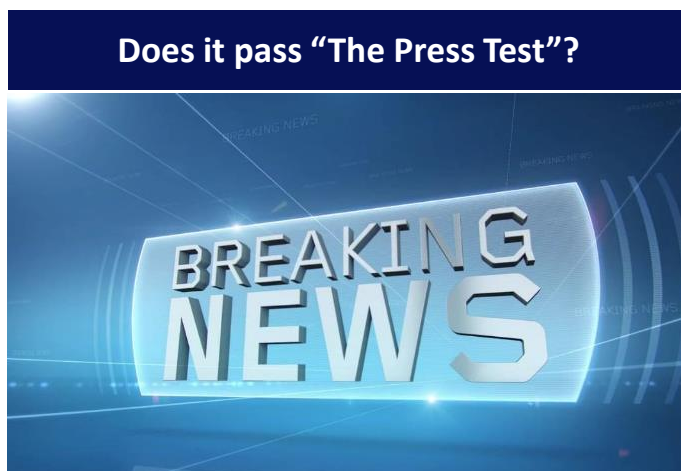
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5-Step CPA Way to Respond to Unethical Situations



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1. HAVE THE CPA MINDSET



“It takes 20 years to build a good reputation and 5 minutes to ruin it.

If you think about that, you’ll do things differently.”

– Warren Buffett

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2. ASSESS THE SITUATION

- Laws
- Rules, regulations, policies and procedures
- Code of Conduct, Conflict of Interest (Ontario Government)
- What will happen in a crisis?
- One individual will be thrown under the bus



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3. ANALYZE THE ISSUE

- Ask questions
- Consider your level of authority
- Develop options



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4. CONCLUDE

Which option:

- Most comfortable?
- In best interest of organization?
- Passes “The Press Test”?

Must overcome your barriers:

- Nervous about confronting seniors
- Uncertain of outcome
- Fearful of repercussions



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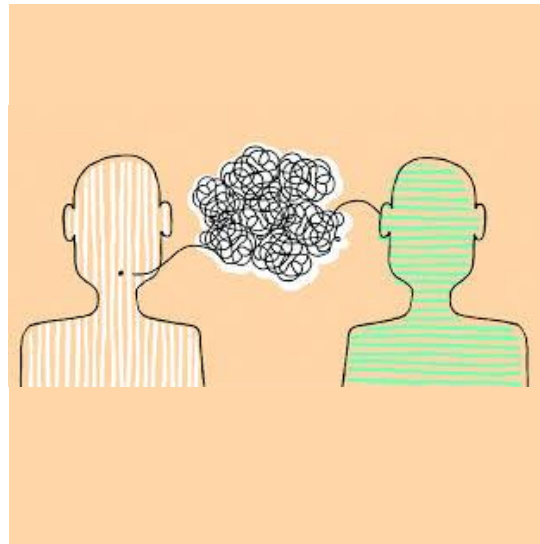
5. COMMUNICATE

Do

- Seek to understand the other person’s perspective
- Maintain objectivity and independence
- Rehearse what you will say

Don’t

- Place blame or make moral accusations
- Jump to conclusions



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6. REFLECT

- Could you be thrown under the bus for this?
- How do you feel after your decision?
- Will there be long term benefits?
- What would you do differently next time?
- Are you becoming the type of person you want to become?

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TAKEAWAYS

- Establish yourself as person of high standards, build character.
- Colleagues should know you don't simply follow orders, you consider the consequences of your actions.
- Establish this early and do it consistently.



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TAKEAWAYS

- Protect yourself – don't get thrown under the bus.
- Build courage to do the right thing.
- Prepare for future situations by exercising your ethical mindset.



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1. Meet your Ethics officer
2. Discuss ethics openly
3. Use framework – practice, prepare for future

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Resources

The collage features three main elements:

- Office of the Integrity Commissioner Website Screenshot:** Shows the header with navigation links (News, Sitemap, About Us, français) and a menu with categories like MPP INTEGRITY, MINISTERS' STAFF ETHICAL CONDUCT, LOBBYISTS REGISTRATION, EXPENSES REVIEW, DISCLOSURE OF WEALTH/OWNING, and PUBLIC SECTOR ETHICS. Below is a 'Welcome' section with the tagline 'Encouraging a culture of integrity' and a photo of a classical relief sculpture.
- CPA Ontario Logo:** The logo for Chartered Professional Accountants of Ontario, featuring a stylized globe icon.
- The CPA Way Diagram:** A central graphic showing a five-step process on a curved path:
 - CPA Mindset:** Represented by a laptop icon.
 - Assess the Situation:** Represented by a camera icon.
 - Analyze Major Issue(s):** Represented by a signpost icon with a dollar sign.
 - Conclude and Advise:** Represented by a handshake icon.
 - Communicate:** Represented by a speech bubble icon.

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Thank you.
We hope you found this course useful.

Arun Mathur
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WWW.ULTIMQUEST.COM



CPA Code of Conduct

Internal Control

Preventing Unethical Behaviour
in the Workplace

Improving Your Bottom Line Using KPIs

Introduction to Capital Budgeting

Public Speaking to Boost Your Career

and many
more!

ULTIMQUEST
KNOWLEDGE