

CCAB Ethical Dilemmas Case Studies for Professional Accountants Working as Non-executive Directors

Introduction

The following case studies were developed by the UK and Ireland's Consultative Committee of Accountancy Bodies (CCAB). They illustrate how the ethical codes of the CCAB bodies can be applied by professional accountants working as non-executive directors. These scenarios are not intended to cover every possible circumstance, but instead to outline key principles and processes that could be considered when attempting to identify, assess and resolve ethical problems in line with the ethical codes. These case studies were published in September 2009. The CCAB welcomes comments on these cases. Please email admin@ccab.org.uk

The role of the non-executive director

All members (and registered students) of CCAB bodies have a responsibility to behave professionally and ethically at all times. It is important, when working within an organisation, that you consider how your behaviour will help to promote an ethical culture within it. As a professional accountant and a non-executive director, you will have a particularly important role to play in creating and maintaining an ethical culture. You may be approached by employees wishing to report unethical behaviour and, as a senior figure within the organisation, you will have an impact on its ethical tone. When acting as a non-executive director in a voluntary capacity, for example for a small charity or school, your responsibility to behave professionally and demonstrate strong ethics is in no way lessened by the fact that the position is unpaid.

Non-executive directors have a broad role that goes beyond operational matters. They contribute to the development of a clear mission and strategy for the company and to helping to ensure that the strategic objectives are fulfilled. Non-executive directors are encouraged to demonstrate their objectivity and, where appropriate, to challenge decisions of the executive directors. The duties of non-executive directors cannot be easily reconciled. On the one hand, they are expected to work closely with the executive directors as part of a team; on the other hand, they are expected to monitor the executive directors' behaviour and to challenge their decisions.

It is important to consider the wider requirements of your role as a non-executive director, whether in the public, private or charity sector, and to ensure that you comply with all relevant governance standards and regulations. The role of the non-executive director is coming under increasing scrutiny in the corporate sector. With this growing focus can come a greater risk of personal liability should things go wrong.

Resolving ethical dilemmas

These case studies are compatible with the ethical codes of the CCAB member bodies, which are derived from the Code of Ethics for Professional Accountants issued by the International Federation of Accountants (IFAC).

The case studies illustrate the application of the "conceptual framework" approach to resolving ethical dilemmas. This approach focuses on safeguarding the fundamental principles of:

- integrity,

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**Alex Coad, Paul Nightingale, Jack
Stilgoe, Antonio Vezzani**



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E-book: Ethical Obligations and Decision-Making in Accounting: Text and Cases Mintz, 2016-04-16 E book *Ethical Obligations and Decision Making in Accounting Text and Cases* *Environmental Education and Training* Patricia D. Park, Deborah A. Blackman, Gin Chong, 2018-08-13 Published in 1998 the impact of current organizational behaviour upon the environment and concern over the long term effects has become almost a household topic There are a growing number of reference books which discuss the various aspects and importance of this matter but they often do so in isolation from the environment education and training In addition to this little has been discussed about the inter relationships between the various aspects of organizational behaviour and its impact on the environment This book intends to bridge the gap It discusses the importance of environmental education and training in three different disciplines the legal aspects financial implications and managerial choices and decision making *Research Handbook on Accounting and Ethics* Marion Brivot, Charles H. Cho, 2023-03-02 This invigorating Research Handbook focuses on collective ethical issues facing the accounting profession as a whole as well as the users of the services provided by accountants Providing an overview of contemporary accounting and ethics issues around the world it discusses the ethical considerations involved in accounting including external and internal auditing tax forensic accounting and governance as well as new areas of research relating to accounting and ethics through cross fertilization with other disciplines and presenting multiple innovative perspectives

Accounting and Business Ethics Ken McPhail, Diane Walters, 2009-06-02 Despite the enormous impact of various accounting scandals on the accounting profession the general malaise amongst the profession more broadly and the significant legislative and institutional reforms that have taken place as a result there are still surprisingly few textbooks on accounting ethics This concise introductory text takes a broad view of ethics and accounting taking into account contemporary social trends such as globalization and terrorism Rather than delineating codes of professional conduct this text pushes the reader towards an understanding of the nature of ethical dilemmas and the factors that influence the ways in which accountants frame ethical questions The book is divided into two parts The first part focuses on developing thinking about the different kinds of ethical questions that could be posed in relation to accounting The second part focuses more explicitly on accounting practice exploring the ethical function of accounting in relation to the market economy ethics in relation to the accounting profession and the ethics of the international accounting harmonization project *Accounting and Business Ethics* is a compact introduction aimed at both students and practitioners who want to understand more about the ethics of accounting *Research on Professional Responsibility and Ethics in Accounting* Cynthia Jeffrey, 2011-06-01 Focuses on the professional responsibilities of accountants and how they deal with the ethical issues they face This title features articles on a range of important topics including professionalism social responsibility ethical judgment and accountability *Ethical Issues in Accounting* John Blake, Catherine Gowthorpe, 2005-06-20 *Ethical Issues in Accounting*

offers a comprehensive and accessible introduction for students and teachers of business studies and accountancy as well as the practicing accountant The book covers the ethical implications of several aspects of accounting ethics and taxation creative accounting ethics in accounting regulation ethical dilemmas in the public sector whistleblowing various aspects of social accounting including environmental accounting The fitness of the accounting profession as guardians of accounting and auditing ethics is also discussed in detail Diversity, Equity and Inclusion for Business & Management Sally Everett,Ian Hill,2025-04-26 The first discipline focused DEI text for Business a comprehensive and accessible guide to the key ideas critical concerns and future horizons for diversity equity and inclusion in business and management Financial Accounting and Reporting Barry Elliott,Jamie Elliott,2008 Revised annually Financial Accounting Reporting is the most up to date text on the market Now fully updated in its 12th edition it includes extensive coverage of International Accounting Standards IASs and International Financial Reporting Standards IFRSs This market leading text offers students a clear well structured and comprehensive treatment of the subject Supported by illustrations and exercises the book provides a strong balance of theoretical and conceptual coverage Students using this book will gain the knowledge and skills to help them apply current standards and critically appraise the underlying concepts and financial reporting methods **The Routledge Companion to Business Ethics** Eugene Heath,Byron Kaldis,Alexei Marcoux,2018-02-12 The field of business ethics continues to expand intellectually and geographically During the past five decades scholars have developed and deepened their inquiries into the ethics of commercial and corporate conduct This Companion provides a novel overview of the discipline of business ethics covering the major areas of the field as well as new and emerging topics The eight thematic units range over an extraordinary set of subjects and include chapters on the history and pedagogy of business ethics moral philosophy the nature of business responsibilities within the firm economic institutions the 2008 financial crisis globalization and business ethics in different regions of the world Led by a well respected editorial team this unique volume gathers an international array of experts whose various critical approaches yield insights from areas such as public policy economics law and history in addition to business and philosophy With its fresh analyses wide scope and clarity of approach this volume will be an essential addition to library collections in business management and applied ethics Ethics and the Curriculum Mona Baker,Carol Maier,2014-07-04 First Published in 2011 This special issue of The Interpreter and Translator Trainer provides a forum for reflection on questions of ethics in the context of translator and interpreter education Covering a wide range of training contexts and types of translation and interpreting contributors call for a radically altered view of the relationship between ethics and the translating and interpreting profession a relationship in which ethical decisions can rarely if ever be made a priori but must be understood and taught as an integral and challenging element of one s work

The Routledge Companion to Accounting Education Richard M.S. Wilson,2014-04-29 Many enquiries into the state of accounting education training undertaken in several countries over the past 40 years have warned that it must change if it

is to be made more relevant to students to the accounting profession and to stakeholders in the wider community This book's overriding aim is to provide a comprehensive and authoritative source of reference which defines the domain of accounting education training and which provides a critical overview of the state of this domain including emerging and cutting edge issues as a foundation for facilitating improved accounting education training scholarship and research in order to enhance the educational base of accounting practice The Routledge Companion to Accounting Education highlights the key drivers of change whether in the field of practice on the one hand e.g. increased regulation globalisation risk and complexity or from developments in the academy on the other e.g. pressures to embed technology within the classroom or to meet accreditation criteria on the other Thirty chapters written by leading scholars from around the world are grouped into seven themed sections which focus on different facets of their respective themes including student curriculum pedagogic and assessment considerations

Research on Professional Responsibility and Ethics in Accounting Tara J. Shawver, 2023-03-30 This 25th edition of *Research on Professional Responsibility and Ethics in Accounting* explores many aspects across professional responsibility and ethics in accounting including balancing values vs profits whistleblowing earnings management ethical financial reporting and moral identity

The Sustainability Debate Martina Topić, George Lodoros, 2021-03-25 This book goes beyond environmental protection and looks at sustainability by predominantly focusing on human and social sustainability and this focus is carried into sections of the book that discuss sustainable policies media and gender The book takes an academic and practitioner approach

Rethinking commerce education in South Africa Elsabé Loots, Johan Oberholster, 2023-04-29 This book aims to advance the knowledge on the future of business education in South Africa and to allow all relevant role players universities and industry the opportunity to debate and share ideas on how to best position business education to optimally serve the interest of students and the dynamic changes taking place in the world of work Although some of these changes have taken shape before 2020 the COVID 19 pandemic has accelerated the need and pace for change If business schools in our context faculties of economic and management sciences do not adapt rapidly they will be left behind by other up and coming industry providers The research scope covers all business related undergraduate and postgraduate economics management and accounting programmes excluding MBA programmes

African Virtue Ethics Traditions for Business and Management Kemi Ogunyemi, 2020-07-31 African philosophies about the way to live a flourishing life are predominantly virtue oriented However narratives of African conceptions of virtue are uncommon This book therefore helps bridge an important gap in literature Authors writing from South Africa Ghana Egypt Kenya Mauritius Côte d'Ivoire and Nigeria share research on indigenous wisdoms on virtue displaying marked consensus about the communitarian nature of African virtue ethics traditions and virtues essential for a flourishing life They also show how indigenous virtue ethics improve corporate practices This book will be a launchpad for further studies in Afriethics as well as a medium for sharing rich knowledge with the rest of the world

The Practice of Integrity in Business Simon Robinson, 2016-10-04 This book

explores the role of integrity in business and discusses why all leaders seek to have it The author argues that it is less about having integrity as an attribute and more about practising it The Practice of Integrity in Business examines how taking responsibility for ideas values and practices as well as accountability and wider creative responsibility for sustaining business all contribute to the perceived integrity of an organization or business leader Providing methods through which integrity can be learned the author demonstrates the importance of practice learning dialogue and developing a narrative in forming the basis of trust The book offers a view of integrity in which ideas values and practice come together to make business and social sense and to form the basis of mutual challenge and creativity The Routledge Companion to Performance

Management and Control Elaine Harris,2017-08-15 Performance management is key to the ongoing success of any organisation allowing it to meet its strategic objectives by designing and implementing management control systems This book goes beyond the usual discussion of performance management in accounting and finance to consider strategic management human behaviour and performance management in different countries and contexts With a global mix of world renowned researchers this book systematically covers the what the who the where and the why of performance management and control PMC systems A comprehensive state of the art collection edited by a leading expert in the field this book is a vital resource for all scholars students and researchers with an interest in business management and accounting Financial Information Analysis Philip O'Regan,2015-10-16 The accounting landscape shifted following the era of global financial crisis and accounting information continues to play a vital role Philip O'Regan's authoritative textbook provides readers with the tools and techniques to fruitfully analyse accounting and financial data Updated to reflect changes in corporate governance regulatory frameworks and new forms of IFRS the text continues to shed light on the growing emphasis placed on the role of accounting information in formulating financial strategy Features which add value to this third edition of Financial Information Analysis include case studies in every chapter with numerous supporting articles from the major financial presses questions for review and a comprehensive companion website This essential textbook is core reading for advanced undergraduate and postgraduate students of finance and accounting **The Dark Side of Innovation** Alex Coad,Paul

Nightingale,Jack Stilgoe,Antonio Vezzani,2022-02-23 This book is a reaction to popular assumptions that innovation is always a force for good While the popular press and politicians often take the view that the more innovation the better the chapters in this edited volume reflect on the harmful effects of innovation on society and the environment The book begins with a broad discussion of the dark side of innovation followed by contributions by various experts in the area It is a critical reply to the innovation optimists complementing the list of indicators that show steady human progress with a list of indicators that show sustained deterioration largely due to innovation The volume outlines some relevant dimensions of harmful innovation before distinguishing between the types of harm brought on by innovation The various contributed chapters focus on the following themes a bibliometric analysis of the scientific literature on the harmful consequences of innovation harmful side

effects from solar photovoltaic waste harmful consequences of process innovations on working practices in areas such as accountancy the difficulties of transferring innovations from research to practice in clinical healthcare and the harmful consequences of social innovations The chapters in this book were originally published as a special issue of the journal Industry and Innovation Ethics and Sustainability in Accounting and Finance, Volume IV Kıymet Tunca Çaliyurt, 2024-10-24 This book continues the discussion on recent developments relating to ethical and sustainable issues in accounting and finance from Volumes I to III looking into topics such as the importance of good governance in accounting tax auditing and fraud examination ethics sustainability environmental issues and new technologies and their effects on accounting and finance focusing in particular on environmental and sustainability reporting in the oil and gas and banking sectors

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